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Boston Redevelopment Authority

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May 9, 1979

Milton Shuch, PhD
Prince Retailing Program
Simmons College
300 The Fenway
Boston, Massachusetts 02115

Dear Dr. Shuch:

I wish to congratulate you on the fine work which your students accomplished in compiling their report "The Downtown Crossing Project: Will It Work?". I'm glad the answer was in the affirmative.

However, I was very impressed by the business-like attention to detail and the enthusiastic way in which the team went about its work.

The Misses Sylvia Kriger, Nancy Gaffny, Joyce Blatt, Pam Liljenwall and Elena Sugarmon are a credit to your teaching and Simmons.

The report is a sophisticated well-annotated look at a very complex problem.

It was a pleasure to meet and work with them.

Very truly yours,

William E. McGrath
Project Coordinator

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THE DOWNTOWN CROSSING PROJECT ---- WILL IT WORK?

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Senior Seminar Project
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Dr. Milton Shuch, Prof.
April 26, 1979

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Can the Central Business District (CBD) of Boston avoid the continuous decline in economic markets and physical appearance which plagues many American cities? The answer will be determined by the outcome of a complex plan, entitled the "Downtown Crossing." This plan calls for extensive redevelopment within the central business district area. Not only will there be restrictions placed on vehicular traffic in and around the region, but the streets will be designed for pedestrians.

The vitality and economic stability of downtown Boston has been steadily declining since the early 1950's. "Between 1954 and 1963, the retail sale trends were down $92 million to $407 million."[1] Between 1963 and 1967, "the CBD sales increased only 1%."[2] The city of Boston has been concerned for a long time because of the decline in retail sales. Boston has too much invested in this vital area to allow it to die.

Before looking at the future prospects for this region, it is important to ascertain the reasons for the decline in this once prosperous business district.

The CBD is roughly bounded by Tremont Street, West and Bedford Streets, Chauncy and Arch Street, and School and Milk Streets. The demographic characteristics have changed dramatically over the last 30 years. People have been moving to the suburbs where the cost of living has been less. When the people left, business followed. The people that left had higher incomes than the people that re-

mained. Since the remaining people's ability to consume was not as great as the people that left, the retail sales declined. However, Boston is beginning to see an increase in the population living within the city and therefore there is the potential for the retail sales to increase.

There are other problems within this region which have been compounding for several years. The cost of property and taxes have been increasing. The existing buildings are old and often unsuitable for the adaptation into modern facilities. Besides, the cost of adaptation is enormous. Expanding businesses today need large areas of land and the CBD consists of small parcels of land with fragmented ownership. The cost of assembling several parcels of land to make a suitable site location is prohibitive.[3] New development within the region has been negligible in recent years. Also, existing businesses have been reluctant to remodel their buildings.

According to Mr. Alvin Schmertzler of the Winter Street Merchants Association, the deterioration of the CBD has resulted from the city's negligence with the upkeep and the revitalization of the area. Mr. Memolo from the Boston Redevelopment Authority made a similar statement about the importance of the city following the innovative trends which create excitement in the city. He also commented that Boston is a historical city, the memories which must be kept alive, and one way of doing this is to keep the CBD alive during the day as well as the night. Presently, this area is a lively and active place by day and a ghost town by night.

"By rough estimates, 27 million person-hours per year are spent on the streets in downtown Boston." The environment among these streets is very unpleasant: over-crowding of people, conflict between pedestrians and auto traffic, noise and pollution.[4] The corner of Washington Street and Summer Street is the most heavily traveled cross section in Boston.[5] Therefore, one of the primary reasons for the pedestrianization of this area has "been to enhance and revitalize the major retail shopping street in an effort to compete more effectively with suburban shopping centers and to reverse a situation of declining retail sales in the downtown area.[6]

"In 1960, Boston's Downtown Core was the deteriorating shell of leftover structures from earlier epochs of the city's history - abandoned waterfront warehouses and factories, once fashionable neighborhoods largely converted to rooming houses, seedy entertainment centers which had served America's Armed Forces stationed in the Boston area in two world wars. No new theatre or cultural facility had been established since the 1920's. Only one major new office building had been constructed since 1929."[7]

And so began the decline which was to lead to a final ultimatum-redevelop or die. As the middle class, more affluent population was being drawn away from the downtown area due to loss of jobs, in came the disadvantaged population, and the decline of downtown Boston was to continue. At this point, it is necessary to examine the question: What was drawing the middle class population away from the downtown area into the suburbs?

First of all, as the suburban areas of Boston were being developed, there also came about a considerable increase in job op-

portunities there, and inevitably, larger levels of income. In addition to there being more jobs available, there were also new and better interstate highways put in which added to the ease of traveling from the inner city into the outlying areas of Boston. One other major influence which contributed to the immigration of the middle class to the suburbs, was the Federal Mortgage Insurance policies, which made it less expensive to live outside of the inner city and made it possible to obtain better housing facilities for less money than would be needed to maintain property in the downtown area.

The results of this large immigration were that not only had the middle class population left the area, but the manufacturing and wholesale trade began to flow to the suburbs also. The reason for this being that "it was easier to build modern, one-story plants with easy access to the interstate highway system, and to take advantage of lower land and property tax costs."[8]

The city did not do anything about it. The city let the downtown area deteriorate as the years went by. The poor conditions dictated the emergence of suburban malls. As a result the Central Business District declined further. The city should have been concerned.

The existing downtown street network has become an anachronism in this automobile age. The street system was not designed for the movement of high volumes of motor vehicle traffic, but rather for a compact 18th century city where walking was the most common travel mode.[9]

The demand for convenient on-street parking increased to exceed the limited supply available. This increased the amount of illegal parking along with poor enforcement of regulations. Pedestrians and vehicles found themselves in a constant state of conflict and amidst an environment of inadequate facilities for the modern age.[10]

The existing transit system offered very little service between the peripheral parking location and the centers of activity, particularly the commercial district. A negative result; isolation of the CBD. The downtown area was steadily disappearing. It had become a ghost town. Then someone woke up and acted.

Since 1914, studies had been made in the CBD area that have recommended highly the widening of the sidewalks on Washington Street, but nothing had been done. The Boston Chamber of Commerce described the situation as follows: "Under present conditions the sidewalks on both sides of the street are inadequate for pedestrian traffic during the major portion of the day. Pedestrians are forced to use the streets."[11]

The emergence of the BRA came about "at a time when there was a loss of jobs and prosperity, and widespread blight, particularly in the downtown area." The purpose of the BRA was to change the image of Boston while at the same time, still maintain her historic importance.

One of the first projects that the BRA undertook was the conversion of Scollay Square, an area of burlesque houses, that was a symbol of the city's decline, into what is now Government Center. This developed a new climate for the city overnight, also giving new impetus to the redevelopment of the downtown area

as a whole. Prior to the Government Center project, there had been no major new office buildings in the city in thirty years.

In 1967, the BRA submitted a central business district plan to redevelop Boston, but it was never approved by the public or the Federal government. One of its proposals was to make Washington Street fully pedestrianized because of the constant conflict between pedestrians and car traffic. A lack of support resulted.

In 1971, Washington Street was closed on Saturdays for an experiment. Poor management and severe traffic resulted. Again, strong opposition was aroused.[12]

All of a sudden, a Winter Street merchant, Mr. Al. Schmertzler, took the initiative to write a letter to the Mayor and the BRA (see Exhibits I and II). He described to them the poor conditions that all the Winter Street merchants found surrounding their premises. He asked for minor improvements in sidewalks and more lighting on the street. Unexpectedly, and until this day he does not know why, the Mayor and the BRA wrote back to him. They said they were willing to take action, come up with a plan for major improvements, if Mr. Schmertzler could get support from all the retailers and prove to them, that all of them were in full support of redevelopment.

And so the Winter Street Merchants Association was formed, as a community based group. They proceeded to appeal to the big retailers and therefore approached the Retail Trade Board (see Exhibit III) for support, after the plan was devised. After the

Mayor was convinced that there was strong support among the retailers, he brought in Ms. Lloyd, as the Transportation Advisor, and her assistant, Sue Clippenger, to work on a plan. The city and BRA needed funding, so they appealed to the Urban Massachusetts Transportation Authority (UMTA) for Federal aid. UMTA then became involved in the planning aspect of the project.[13]

The Auto Restricted Zone proposal was presented in the early part of 1975 by the Moore-Heder Architects (representing UMTA) to the Mayor's transportation advisor, Ms. Emily Lloyd to ascertain the city's interest in designing the ARZ plan. The plan was intended to be implemented in 1977. The BRA had been designated as the lead agency in both the planning and implementation of the ARZ plan.[14]

Revitalization of the downtown area was clearly on its way. It would lead to the alteration of the unprestigious image the present center city had. However, it was not going to be that easy.

An auto restricted zone is a geographic area in which one or more factors place limitations upon vehicular traffic.[15] In actuality, it is much more than a restriction on traffic. It strongly encourages the use of transit while at the same time providing better pedestrian facilities and urban design features. Its goals are various. It directs its actions at preserving and enhancing the vitality of urban centers. The ARZ encourages the improvement of the environmental quality in urban centers and the utilization of non-auto modes of transport.[16]

The reorganization of traffic alone is not going to improve the CBD, but it is a place to start. Such conditions as unpleasant crowding, conflict with autos, noise and pollution, unsafety and a neglected physical environment in the downtown area, have to be eliminated too. These are reasons why the public has stopped frequenting the area.

The ARZ plan consists of a new circulation framework for buses, pedestrians, cars, taxis and delivery trucks. It proposes street improvements to enhance the pedestrian environment and special one year programs to fund maintenance, promotion, enforcement and bus operations.

The Boston Redevelopment Authority organized a meeting with Jordan Marsh, Filene's, Woolworth's and Kennedy's to discuss the proposed plan of UMTA, once it was devised. Mr. Schmertzler presented it to them. It gained general support, but the big retailers would not endorse the project until they had a written and signed letter from the City, assuring them of the City's full support and commitment. They wanted a written and formal commitment from the City and BRA promising that everything that was proposed would be carried out and done just as it was presented to them. The letter was obtained and several procedures followed.[17]

On November 1975, the BRA compiled and sent the initial application to UMTA for permission to establish an "auto restricted zone" in the city of Boston. The application described the existing potential for an ARZ case study to be accomplished in Boston, which would give the City accessibility to Federal funds.

The Massachusetts Lieutenant Governor Thomas P. O'Neill III, wrote a letter to the Secretary of Transportation, Mr. William T. Coleman, urging him to support the candidacy of Boston for an ARZ Demonstration Grant.

The following month, the UMTA representatives, among them their consultants, visited Boston for the first time to ascertain the elements of the Boston proposal in greater detail. And on April 13, 1976, UMTA approved Boston as one of the five case study cities eligible for a Demonstration Grant.[18]

Detailed planning for the ARZ proposal was conducted through the Spring of 1977, primarily headed by four UMTA consultants, assisted by the BRA, the Traffic and Parking Department, and the Central Transportation Planning Staff with the overall direction from the UMTA. The BRA became responsible for day-to-day working contacts with the consultants. The BRA supplied technical support, while the Mayor's office provided the policy inputs.

The consultants came up with several proposals: the Tremont-Purchase Scheme which restricted traffic throughout the entire CBD. The Devonshire-Congress alternative channeled traffic to the periphery of the retail district. Three variations to this proposal were included in Scheme F which suggested the closing down of auto traffic for four and a half months on Summer, Winter, Washington, Hawley and portions of Chauncey Street. Changes in the MBTA system and a provision of a new shuttle bus system were recommended in the Transit Plan D.[19]

The BRA wanted to make sure that the area closed to traffic would be filled with other activities in addition to shopping, which would generate enough pedestrian activity to warrant the closure. At the origination stage of the project, the area considered for the ARZ case study proved to be very large. Gradually the area in question was reduced to a concentrated and well-defined area. The BRA believed that if the area covered by the project were larger, it would interfere with the provision of essential services needed by the merchants in the interior of the region.[20]

"Scheme G," a less restrictive plan developed as a result of the city's and the consultants joint effort and interest in coming up with a feasible and highly supported plan. Chauncy and Arch Streets would carry northbound traffic to Milk Street. Milk Street would become west-bound only from Arch to Washington Street. Washington Street would remain open to north-bound circulation to the north of Milk. School Street traffic heading east would be diverted to Water Street. The short section next to the Boston Five Bank would be closed (see Exhibit IV). The plan won the Mayor's approval.[21]

In the late Spring of 1977, the Mayor's office was ready to implement "Scheme G."[22] It was rather difficult to implement because support had to be gained from various groups involved in the project, the most important group being the merchants.

At the beginning, the merchants were somewhat reluctant to go along with the plan. A prominent figure, involved in the redevelopment of Chestnut Street in Philadelphia, was invited by the BRA to discuss their experiences and positive results with the mer-

chants in Boston.[23] The merchants, fully aware of the highly successful auto-free zone opened in Faneuil Hall in 1976, and faced with declining sales volume, became enthusiastic supporters of the Boston ARZ. Support was also gained from the Taxi, Downtown Parking and Neighborhood Associations during the summer of 1977.

The MBTA was invited to participate and provide imput into the project during July, 1977. Mr. Robert R. Kiley, Chairman of the Board of the MBTA, gave his full support to the project.

The small staff at the Mayor's office was faced with accomplishing various activities necessary for the implementation of the project. Ms. Emily Lloyd requested the BRA Plan. Mr. William McGrath of the BRA was designated Project Coordinator.[25]

A public hearing was held on January 5, 1978, to inform the people about the proposed plan for the downtown area. This hearing was conducted not only to stimulate interest in the area, but to also provide the BRA with feedback on the proposal.

The UMTA showed great concern for the possible environmental impacts that the plan might have. Once again, representatives of UMTA came to Boston to examine the details of the project and the present conditions of the environment. The MBTA and the BRA were committed to analyze the effects of the project on the environment during the implementation period. If the project would bring about any significant and negative impact on the environment, the project would have been modified to avoid serious effects.

The Mayor, BRA and the MBTA signed a Letter of Agreement to establish the consensus needed to proceed with the project engi-

neering. The MBTA was assigned as the lead agency in the engineering of the project.[26]

On March 28, 1978, Mr. R. Walsh, Director of the BRA, sent a letter accompanied by the Final application for a Demonstration Grant of $1,516,955 (under the UMTA Act of 1964, as amended), to Mr. Richard Page, Administrator of UMTA - U.S. Department of Transportation (see Exhibit V and VI). This amount would finance a major portion of the Transit and Traffic Improvement Program.[27] This title is just another name given to the ARZ Plan.

The BRA unanimously passed a resolution authorizing the filing of the application. The application was then submitted to the Office of State Planning and the Metropolitan Area Planning Council for review. The Demonstration Grant was approved a few months later.[28]

After the approval, the BRA felt a need to rename the project for promotional purposes. They decided on the "Downtown Freedom Mall," but merchants did not approve. Then the BRA contracted an advertising firm to devise a name for the project. They suggested the "Downtown Promenade," but the BRA thought the people would have problems pronouncing the name. Finally, the BRA agreed upon the "Downtown Crossing."[29]

The UMTA Demonstration Funds will be devoted mainly to all non-capital elements. This federal program is titled, UMTA Section 6. Some capital funds for traffic geometrics, non-traffic related Information Systems and Contingencies, will also be provided from this Demonstration Grant. The composite of the UMTA

Section 6 Capital Funds total $250,760.[30]

The Section 6 Demonstration Grant will subsidize the operating costs for one year that the MBTA will incur for the extension of the MBTA routes into the project area. This one year subsidy will allow the MBTA to build increased ridership to help pay for the extra costs incurred because of the ARZ proposal. If, after the year, the revenues from the extended routes meet the MBTA's standard revenue/cost ratio of at least 30%, the MBTA will assume the subsidy for the routes established.

The enforcement of new traffic and parking laws requires the assignment of officers to the area to supervise and make sure the regulations are not violated. The Section 6 Demonstration Grant provides funds for this, too.

Other non-capital elements to be covered by the Demonstration Grant are maintenance, which will supplement the Public Works Department funds for this, promotion and evaluation costs. Six percent of the capital budget has been set aside within the Section 6 Grant to fund the project's management for two years (according to UMTA's set standards). Adequate coordination and supervision of the engineering and operating aspect of the project must be ensured. The total of the UMTA Section 6 Non-Capital Demonstration Fund is $1,266,195. This amount added to the $250,760 of the Capital elements provided for, under the Section 6 Grant, totals $1,516,955, which is the amount of funds the BRA applied for to the UMTA (see Exhibit VII).[31]

The Boston ARZ Plan will also be funded through other two Federal programs. Under the UMTA Section 3, the MBTA has committed

$795,300 of the twelve million two phased "Transit Efficiency Capital Grant" it received from UMTA, for the design and construction of the downtown bus loops. Other projects will include construction of a bus passenger island in the middle of Franklin Street, installation of bus routes signals, pavement markings, painting, all necessary shelters, benches and/or other aids for waiting bus patrons. A certain amount of funding has also been set aside for Bus Route Engineering and Contingencies.

The third Federal program is that of the Federal Urban Systems. The Federal Highway Administration Urban Systems will provide funds for the construction of the pedestrian areas on Winter, Summer, Washington Street, and part of the State Street. Old curbing will be removed. New paving from building face to building face and new lighting will be provided. Such are some of the reforms. The FHWA will also supply funds for all necessary signing and/or non-transit related signals and signing. The Federal Urban Systems Funds total 1,014,000 dollars (see Exhibit VIII).

The UMTA initiated the concept of ARZ, under the UMTA's Section 6 Service and Methods Demonstration Funds. Additionally, they are providing Section 3 directly to the City of Boston.

The MBTA was given responsibilities in the implementation of transit scheduling and operation changes. The Massachusetts Department of Public Works is responsible for supervising construction. The Boston Traffic and Parking Department's additional responsibility will be that of coordinating the enforcement procedures with the Police Department. The Boston Police Department will be responsible for enforcing parking restrictions, traffic regulations,

and towing procedures. The Boston Public Works Department is responsible for satisfactory maintenance of the area.[33] The Boston Public Improvement Commission approved the traffic restrictions in the ARZ plan. The BRA had to negotiate an agreement with the Amalgamated Transit Union that would satisfy the labor protection requirements of the UMTA.[34]

In May, 1978, the roles, responsibilities and funding commitments of the City of Boston, BRA, MBTA, Massachusetts Department of Public Works and the Boston Traffic and Parking Department were defined and written under the title of a Memorandum of Understanding.[35]

The Department of Public Works would not advertise for the project construction until the 104 rights of entry required for the project implementation were obtained. By June 1978, almost all the sign-offs were obtained and advertisement for the project began.

A cooperation Agreement was signed between the BRA and the Boston Five, regarding the closing of the street section in front of the bank building on School Street.[36] Bus route changes began September 9, 1978. The merchants required construction to be halted on October 10, 1978, the first day of the Christmas shopping season.[37]

Although it will be at least another two to three years before redevelopment of the Downtown Crossing is completed, it is necessary to acknowledge the changes that have come about thus far.

As of September 5, 1978, Washington Street northbound beyond West and Bedford Streets was closed to private autos. The closed area also extends to Summer and Winter Streets west of Kinston and Otis Streets and Franklin Street west of Hawley Street. It must be mentioned that although Temple Street was included in the initial street closings, it has since been reopened due to complaints of loss of business by the merchants in the area.

To facilitate ease of access to the Downtown Crossing area, the MBTA has added new bus routes covering many of the outlying areas of Boston (see Exhibit IX). The new bus routes will include over ten extensions of already existing lines which will now be running from Charlestown, the South End, South Boston and the western suburbs to the Downtown Crossing.

Auto restrictions have been placed on many of the streets concerned with the project (see Exhibit X). Taxis are permitted on some streets all day while other places they are only allowed during the evenings. There are also designated taxi stands throughout the region (see Exhibit XI).

A goods delivery system was devised to permit merchants to receive and ship merchandise. As with the taxis, there are designated places where trucks may park all day. There are places where loading is only permitted before 11:00 a.m., while in other areas delivery trucks are permitted anytime (see Exhibit XII).

Other changes in the area to date include the installation of policemen on horseback, the renovation of Jordan Marsh and the enclosure of the area around Woolworth's on Washington Street.

How is all of this affecting the customers who shop in the downtown area? Are they aware of what is going on and just how are they affected by the changes that are going on around them? On the spot customer interviews were conducted at the actual site of the Downtown Crossing and we discovered mixed reactions.

Most customers shopping in the downtown area are confused with what is going on. They are wondering when it will be completed, which roads will be permanently closed and exactly what kinds of changes are going to take place.

The biggest complaint is that the area is in a mess right now, due to the construction that is underway and presently lying in a state of half-completion. There is dirt and dust everywhere in addition to various other physical obstructions which prohibit the ease of walking in and around the shopping area and make access to the major department stores considerably more difficult.

Although most customers interviewed did like the comparative freedom of a fully pedestrianized zone as opposed to having cars and buses allowed through the major thoroughfare, there were still some complaints concerning this transition. One of the complaints was that of the limited number of parking facilities as well as that of the safety of the downtown area, due to its close proximity to the Combat Zone. Although it is true that many of the customers do not feel that there is adequate protection in the area, they feel that no matter what changes are made, the area will never be safe as long as it has the Combat Zone as its neighbor. Consequently, many of the shoppers, particularly female el-

derly shoppers, have simply refused to come into the area at night.

There is also a growing sense of uncertainty as the part of the customers due to the lack of coordination between the redevelopers and the city planners. The bus routes have been changed, but will be changed again. The roads are closed off and those who infrequently drive into the area know of no alternative routes.

Most customers look ahead to the completion of the project and hope that they will be better informed of any future developments so that they will know what to expect when coming into the Downtown Crossing area.

Exactly what are the next steps, waiting in the wings to be uncovered as the next part of the project is about to unfold? All these changes come under the general heading of Phase II. The purpose of Phase II is to solve some of the major complaints that have come about as a result of the first stages of redevelopment.

In a letter addressed: "Dear Downtown Merchant," (see Exhibit XIII) Mayor Kevin White includes: "a rerouting of the buses to avoid a Washington Street route, the institution of a shuttle bus service, new lighting throughout the district, the bricking of Washington Street in addition to Winter and Summer Streets, and an intensified police enforcement plan," as the elements of Phase II.

In order to avoid a complicated street by street breakdown of the area involved in the rerouting of buses, maps have been included which show exactly which changes are to take place (see Exhibits XIV and XV). It should be noted that coverage is not only extending to and around the Downtown Crossing area, it is also

spreading outwards to the suburbs west of Boston, as well as from South Boston, Charlestown and the South End, to ensure maximum penetration of traffic leading into the downtown area.

Another facet of Phase II will be the implementation of a shuttle bus service which will be funded by the city. This service will be broken down into two units - the shopper service (see Exhibit XVI) which "will operate six days a week, Monday through Friday, 10 a.m. - 4 p.m. and Saturdays, 9 a.m. - 6 p.m. The proposed routing will offer riders the opportunity to take advantage of a one hour trip from Faneuil Hall to the Newbury Street/Prudential shopping district, skirting the Downtown Crossing on the east and back to Faneuil, skirting the Downtown Crossing on the west. The route has twenty-eight stops planned to give the shopper/rider accessability to all shops - and restaurants along the route of the shuttle service. Twelve buses at five minute headways will serve the shoppers. The shuttle service will be operated by a private carrier under contract to the city of Boston. Maintenance, fuel, storage and drivers will be paid for at a cost of approximately $20 per hour. The cost per year is $486,720. A fare for shoppers who use this service is now under study. A recent BRA report indicates that this service would carry approximately 21,600 riders per week."

"The Dinner/Theatre Shuttle Service (see Exhibit XVII) will operate six nights a week, Tuesday through Sunday, 6 p.m. to 12 midnight. The proposed #1 route would service restaurant and theatre patrons from the Newbury Street/Back Bay area to the theatre district via Newbury and Boylston Streets. Route #2 would

service patrons from the Faneuil Hall and Downtown Crossing areas. These services would utilize two buses each at fifteen minute headways (four buses altogether). These routes also take advantage of public/private - public garages which are within one to two blocks from the shuttle routes. The public garage capacity utilized within this scheme is 15,500 autos. The cost for this service for one year is approximately $149,760.

One other major project involved in Phase II is the new lighting system which will be erected on West, Temple, Bromfield and Washington Streets. It will also extend from West to Milk Street. This will be done so that people's perception of the area at night might change. It is hoped that this new lighting will serve to redefine the area, thus encouraging greater activity on Monday and Wednesday nights, when the stores are open late.

The actual bricking of Winter and Summer Streets is scheduled to be completed between July and August of 1979. This will serve to open up the area to pedestrians by providing them with more freedom of movement and easier access to the stores without the traffic problem to contend with.

The final elements of Phase II will be to intensify the police protection in the area. As an aid to the policemen, a book is being compiled which will dictate the exact regulations which must be complied with in the area.

In addition to the aforementioned plans, various other projects of a lesser magnitude are being implemented in this Phase II, such as the installation of commemorative plaques pointing out various parts of interest and granite markers denoting points of historical significance.[38]

Redevelopment does not stop with the end of Phase II. Many other projects are presently in the works and during the course of the interviews, some unique ideas were uncovered from the people directly involved in this project. As these people will be very influential in the implementation of any future plans, it is necessary to find out just what they had to say.

Mr. Don Gothing, floor manager of Woolworth's downtown, expressed the possibility of allocating space where the shoppers would store their packages while shopping in the downtown area, especially since the use of cars has been prohibited. He cited as an example the suburban malls, which not only provide access to the customer's cars, but also provide space within the stores for storing packages, thus making shopping easier.

Mr. Alvin Schmertzler, head of the Winter Street Merchants Association, suggested that although the merchants are not psychologically or financially able to renovate their facades at the present time, they will probably upgrade them once the final stages of the project have been cleared with the city. He stated that they had to make this "a place to be." He also added that they have plans of putting up a one million square foot office building for the city in the area that is now the combat zone. Among some of the other suggestions that Mr. Schmertzler made concerning the future progress of the project was to educate the general public about the changes as they were being made, as well as to inform them of major points of interest in the area. He also mentioned the possibility of having meetings with local newspapers furnishing them with regular progress reports, and securing the pos-

itive support of the television media.

Mr. Lee Slayton, Vice-President of Sales, Promotion and Advertising at Jordan Marsh also had some very intersting ideas as to the future progress of this area. It must be noted that from the very beginning, Jordan Marsh was one of the chief advocates of the Downtown Crossing project, and it was largely due to their renovation and complete new image brought about in the downtown store (see Exhibit XVIII) that this project went into effect. At the present time, Mr. Slayton is involved with securing positive press coverage for the Downtown Crossing. Currently, the old Jordan Marsh building is being demolished to make way for a new civic center with underground parking facilities for one thousand cars. This will be the beginning of Lafayette Place, which will also house a hotel, convention center and post office. Plans have also been made to build an underground passageway leading from Jordan Marsh into Lafayette Place, tying the two areas together.

Mr. Ralph Memolo, officer of Public Information, BRA, stated that "we hope downtown becomes a lively place both day and night and does not become a ghost town after 5 p.m." As a solution to this he mentioned the plan of incorporating a theatre district in the downtown area, perhaps with the conversion of the Park Plaza building, forming Park Square into an atrium, leading into the theatre district. Mr. Memolo also stated that "we would like to see more people living in the downtown area." As a result, plans have been made for the conversion of the old Stearn's building into a housing project for the elderly. They would also like to see Chinatown expanded to include this area.

Mr. William McGrath, project coordinator of the Downtown Crossing, cited the possibility of constructing an underground concourse from the Park Street station to the area in question. He also mentioned that after the major construction is completed there will be about sixty tables and benches in the area which should also help to increase the amount of people coming to the area as well to encourage street entertainers.

Mr. Bill Chouinard, Executive Vice-President of the Greater Boston Chamber of Commerce, expressed the importance of new firms, such as Lafayette Place, if the project is to be a success. He added that a large part depends on whether or not they are going to build the Federal Building where the combat zone now stands. Another example Mr. Chouinard mentioned as a way of revitalizing the downtown project was to provide adequate hotel space to accomodate large conventions and increased tourism, which in turn would serve to draw more people into the area. It is hoped that Lafayette Place will serve to meet some of these needs.

Many problems concerning the redevelopment were cited by Mr. William Phipps. Among the problems he mentioned were those of the lack of adequate parking facilities, the merchants dislike of buses on Washington Street, and their strong concern for the lack of adequate safety in the area. As the Executive Secretary of the Retail Board, he has been in close contact with the merchants as well as the BRA and the city; he has served as an effective mediator among these groups. He has always held a strong belief in the project, but felt that these problems had to be solved in order to insure the success of the project.

Mr. Phipps has been very beneficial in guiding the committee toward major sources of information. His increased interest and dedicated efforts have been of great help to the committee toward the realization of the goals of this project.

When considering Boston redevelopment, the BRA had a representative from Philadelphia come to Boston to convince the retailers to accept and support the redevelopment in the Central Business District here. The purpose of the visit was to educate the Boston retailers on various aspects of the Philadelphia project, in order to show the possible effectiveness of such a plan. Therefore, it is significant to critically examine the similarities and differences between these two cities.

In order to understand the specific problems faced in Philadelphia and to compare it more effectively with Boston, personal interviews were conducted in Philadelphia with four people involved in the development of Chestnut Street. These men included Mr. Ian H. Crabb, Divisional Vice-President of John Wanamaker; Mr. Kent Roberts, President of the Chestnut Street Association; Mr. Michael Griffin, Project Engineer, Department of City Properties; and Mr. Lawrence Ceasare, Assistant to the Managing Director, City of Philadelphia.

The concept for the redevelopment of Chestnut Street in Philadelphia began as far back as 1952; however, it did not materialize until 1963. The Philadelphia City Planning Commission devised a plan and presented it to the merchants. The original plan called for the removal of all vehicular traffic from Chestnut Street with the exception of electric trolleys. The trolleys

would be able to travel in an east/west direction on the street without the delays and interference of other traffic. Vehicular traffic would be able to cross Chestnut Street at one block intervals which would allow people to be dropped off no more than one half block from their destination. This massive plan would cover the entire length of Chestnut Street from the Delaware River to the Schuylkill River. The sidewalks would be widened and intermittently spersed with potted plants and shrubs.[39]

Although the city felt this would help increase business in this district, the merchants were opposed. According to Mr. Ian Crabb, John Wanamaker , the largest and most well known store in Philadelphia, opposed the plan because it did not provide for the small stores to receive or ship merchandise. Many of the stores along the street have rear access for deliveries, but several do not. Because this plan was not successful, the city began to work on the proposals made by the merchants.

In 1973, the Planning Commission finally developed a plan entitled "the Chestnut Street Transitway." As America was approaching the Bi-centennial year, Philadelphia was concerned about the influx of visitors that would be coming to this historical city. The Transitway would create a mall-like atmosphere and would allow for a two way bus system to transport people in and out of the city. Although the merchants had some oppostion, the Chestnut Street Association decided the project would be beneficial to their businesses with some alterations.[40]

Philadelphia had changed during the past decade. There was an increasing number of middle class residents moving into the

center of the city. Pedestrian traffic on Chestnut Street had increased and improved public transportation seemed more attractive now. Also, the aesthetics of a street free of parked cars had more appeal.[41]

Architects were commissioned for the project and a committee of the Chestnut Street Association met regularly with them to improve the plan and meet the merchant's needs. Twenty meetings were held between the architects, planners, and merchants to advise them of the progress of the plan. During these meetings, they would discuss problems and solutions relating to the design and construction of the Transitway.[42]

The city's main interest was to improve the mass transit system in Philadelphia and Chestnut Street was the best place to start.[43] The merchants were concerned that there would be less walk-in traffic if parking were removed from the street. They were afraid their businesses would decline during the construction to interfere with the Christmas season. Many merchants were worried about the costs they would incur due to the construction and maintenance of the project. The most important criticism was similar to the one raised by John Wanamaker in regard to the 1963 plan. The merchants who did not have rear access to their stores wanted to know where their merchandise could be loaded and unloaded.[44] The architects, planners, and merchants found solutions to all these problems and concerns.

Sales along Chestnut Street never declined, but the city and the merchants were concerned that strangulation by automobiles, buses, pedestrians would not allow the area to continue to grow

and prosper.[45] This idea further motivated all concerned to support the project. In March, 1974, the plan for the Chestnut Street Transitway was approved by a majority vote at a general membership meeting of the Chestnut Street Association. "Flexibility and patience resulted in the unique transit/pedestrian development of Chestnut Street, after a decade of discussion and planning."[46] The only real opposition came from the parking lot owners who felt the removal of automobile traffic from the street would be detrimental to their businesses. Litigation followed after the project's implementation. The owners could not prove that the Transitway had harmed their business but actually improved it.[47]

The final plan encompassed only twelve blocks of Chestnut Street, much less than the original 1963 plan. This plan prohibited all vehicular traffic on Chestnut Street with the exception of buses from 6th to 18th Streets. Taxis are permitted on the streets after 6 p.m. and before 6 a.m. A fifty dollar fine will be incurred by any vehicle without authorization violating these ordinances. Emergency vehicles are permitted anytime. In order to accomodate some merchants, trucks are allowed to load and unload on Chestnut Street around 4 a.m. to 5 a.m. Most loading and unloading takes place on side streets where wide stripes designate appropriate areas.[48]

The sidewalks were widened by three feet on each side and bricked over. Center block crossings were created in the middle of blocks (see Exhibit XIX). Traffic control columns (signal devices) were placed at the edge of each center block cros-

sing to warn pedestrians of approaching traffic and to keep buses aware of pedestrian traffic. Sign boards were placed at the bottom of the traffic control columns. New lights were placed all along the twelve block area along with street furniture. Potted plants and trees were also placed along the street. Tinted glass shelters are located near the center block crossings and/or side streets to protect pedestrians from weather while awaiting bus service. Modern telephone booths were erected along the Transitway and were paid for by the Bell Telephone Company of Pennsylvania.[50]

Financing for the project was divided three ways. The cost was $7.4 million. Eighty percent of the funding came from UMTA, 16-2/3 percent from the Pennsylvania Department of Transportation, and 3-1/3 percent from the city of Philadelphia.[50] Before the proposal for Federal funding could be sent to UMTA, the Chestnut Street Association required written support from all city departments involved in the construction of the project.[51] Several departments did not believe the project would be successful; however, the Mayor was in full support of it and required all departments to work towards the success of the Transitway.[52]

The Chestnut Street Association demanded the Transitway be in operation by November 24, 1975, with all finishing touches to be completed by April, 1976, in time for the Bi-centennial Activities.[53] Construction commenced in June, 1975.[54] Therefore, the city only had 5½ months to complete the project and although there was some skepticism, the mayor remained in full support and urged the departments to work even harder. Extensive planning

went into a schedule for construction. No major traffic problems occurred when Chestnut Street was closed to auto traffic.[55] The twelve block area was divided into three sections which were blocked off at different intervals during construction. Buses were not allowed on the street for two, three week periods to permit construction to take place at a more rapid pace.[56] Mr. Michael Griffin, the Project Engineer, felt that the planning of the construction was the most difficult part. He was responsible for maintaining open two hundred and fifty entrances during redevelopment. Fortunately the utilities beneath the street were in good condition and did not require extensive repair. Only half of the sidewalks could be worked on at a time. An editorial in the "Daily News," September 11, 1975, described the progress of the Chestnut Street Transitway as being "only about three months from completion. Things are a bit helter skelter there now because of construction, but you can see the shape of things to come."[57] The Transitway did get favorable press coverage.

Some merchants complained during construction because they did not realize the effect the Transitway would have on their businesses. However, Mr. William Grabske, the Mayor's Transit Deputy, described the situation as follows, "the good fairy doesn't come and wave her wand and all of a sudden there's a Transitway."[58]

Ultimately the project was completed in five and one-half months, even with a red setters strike. Mr. Kent Roberts, President of the Chestnut Street Association, attributes the great success to an aggressive mayor who supported the project all along and cooperation between the architects, planners and mer-

chants in the development of a plan. Eighteen months after completion forty merchants showed increases in sales of ten to fifteen percent.[59]

Several positive things have resulted from the redevelopment of Chestnut Street. New businesses have been attracted to the area. Other streets in Philadelphia are now in the process of redevelopment themselves. Many merchants have begun to take more pride in the appearance of their stores and have begun to create more attractive entrances. Others have not. John Wanamaker is in the process of cleaning the outside of their store. Other cities have sought help for their own redevelopment projects in Philadelphia by seeking the ideas and solutions to problems they encountered in Philadelphia.[60]

The merchants have joined together to sponsor special promotions for the street. Thus far, there has been an ethnic celebration and a Father's Day promotion to draw people to the downtown area to shop.[61]

Philadelphia will be one of the first cities to receive special buses designed for the handicapped. Ridership on SEPTA (Southern Pennsylvania Transit Authority) has increased substantially since the first year, according to Mr. Michael Griffin. The buses are able to keep their schedules due to lessened interference with other traffic. Pollution has declined in the area due to the restriction of auto traffic.[62]

Although many beneficial things have come from the redevelopment of Chestnut Street, there are still problems to solve.

Philadelphia has been concerned with increasing crime rates in recent years and is trying to decide whether to open the street to activities in the evenings.[63]

At present, entertainment is presented elsewhere in the city. If people's perception of the downtown area changes, then it might be beneficial to create a more lively atmosphere at night. Merchants are well aware that the redevelopment will not solve all their problems. It will require work to maintain the image of the street. It will also require continuous promotions to create excitement and attract more people to the area.[64]

Mr. Lawrence Ceasare, Jr., the Assistant to the Managing Director of the city of Philadelphia, has the responsibility for handling any complaints regarding the Chestnut Street Transitway. According to Mr. Ian Crabb of John Wanamaker, there is a liason from the Chestnut Street Association who meets regularly with Mr. Caesare to discuss current problems. This way the city is able to keep in close contact with the merchants to meet their needs.

Presently street vendors are becoming a major problem in the area. They are banned from selling merchandise from within fifty feet of Chestnut Street, however, this is not being enforced. These street vendors do not have to pay rent for the space utilized. They leave trash in the area and cause unnecessary crowding in the streets. If an accident occurs as a result of their presence they are not liable, the owners of the property are. The city has to be very cautious when they approach this problem because it could turn into a racial or political issue. The city as well as the merchants are very concerned about this prob-

lem and are working toward a solution.[65]

Originally bicycles were allowed on the street, but the priveledge was abused and they have been banned. The graffiti and posters have become a problem. The policemen need to be better informed and more forceful in the prevention of graffiti and placement of posters along the Transitway. The city plans to replace some of the furniture ruined by vandalism.[66]

There has been one minor construction problem. Bricks have been coming up as a result of the shifting ground. Many basements of buildings along the street extend far into the street. When the streets were bricked over, only a small amount of cement could be used to hold the bricks in place. Consequently, when the ground began to shift, some bricks broke loose. The city needs only to replace the bricks.[67]

The differences between the two cities are clearly evident. A visit to and intensive study of the Chestnut Street Transitway have revealed the distinct and unique characteristics of each city. The Transitway observed positive results after four months of construction. But, the Downtown Crossing has not observed positive results even after six months of construction. This does not imply it will not work. By recognizing the different conditions encountered by Boston and Philadelphia one can account for the immediate success of the Chestnut Street Transitway and the delayed and unknown outcome of the Downtown Crossing. This does not suggest that the redevelopment in the Central Business District of Boston is doomed to failure.

The project in Philadelphia was planned in conjunction with the merchants. Everything was planned to the utmost detail. On

the contrary, BRA in Boston devised a plan and then approached the merchants expecting full support. It is not surprising that the plan was met with opposition and conflict.

Perhaps, if the BRA and the consultants would have allowed the merchants to become involved in the planning, many of the problems would have been avoided, foreseen and solved sooner.

Strong support of the mayor in Philadelphia had forced the completion of the Transitway on time. In Boston, Mayor Kevin White's active support only became apparent with the implementation of Phase II. When he was needed to stimulate the project and calm the opposition, his support was not to be found.

The area redeveloped in Philadelphia covers a larger region than those in Boston. But the Downtown Crossing is much more complicated. The streets of Boston are crooked and narrow while those in Philadelphia are not only straight but wide.

There can be no comparison for the utility work done in each city. Boston required far more work than Philadelphia. The pipes in Boston are over a hundred years old. Breakage of pipes around the redevelopment region forced the replacement of old pipes prior to the streets being bricked over. This has not only greatly delayed the progress of the project in Boston but it has caused mixed feelings among the public and retailers. No one said it was going to be easy. Chestnut Street was just fortunate.

Minimal interruptions permitted the Transitway to be completed on schedule. Workers were allowed to work around the clock to complete construction on time. Merchants in Boston de-

manded construction to cease by October 10, 1978. They felt that this was the start of their Christmas shopping season and they knew construction would affect their business. Construction was not resumed until March, 1979. Boston is missing the catalyst which would force the project to completion.

It is noteworthy that the center city of Philadelphia was not losing its popularity to the suburban malls as was the case in Boston. Philadelphia did not need revitalization. Boston does. The banks financially supported the merchants along the Chestnut Street Transitway who wanted to redesign their store fronts. However, the banks in Boston have not contributed in this way. The construction period has affected many small merchants sales and customer traffic. These small merchants need the loans to help cover the costs incurred during construction. The loans would also be beneficial in encouraging the rennovations of their store fronts. By refusing to offer loans, the banks are only stifling the revitalization needed in Boston. It is amazing the project has progressed this far with so many problems.

After considering all these differences underlying the two projects, a worthwhile comparison can be made. In evaluating Philadelphia, the groups involved in the Downtown Crossing are able to gain a clearer perspective on the redevelopment in Boston. The comparison looses its purpose when a merchant demands the same results that Philadelphia had without considering the significance of the different conditions involved. No two cities are alike. The Chestnut Street Transitory has been

very successful, yet the issue still to be discussed involves the outcome of the Downtown Crossing. Will the redevelopment in the CBD bring about the desirable results expected? Can it?

The Downtown Crossing is only in its beginning stages. Attitudes have fluctuated during the investigation conducted of this project from optimism to extreme pessimism. Recently renewed hope in the project has been felt.

All construction ceased October 10, 1978. At the time this investigation began (February, 1979), construction still had not been resumed. Auto traffic had been banned and nothing else was happening. Upon consulting the BRA, the project appeared to be living up to their expectations. Yet, the merchants were recovering from a bad Christmas and therefore had mixed feelings about the project. One merchant was even contemplating backing out of the project. The public was confused and uninformed.

Finally, construction resumed in March, 1979. Although more problems developed, people were once again seeing activity in the zone. Upon visiting the Traffic and Parking Department in City Hall, a resurgence of enthusiasm and support was felt with the introduction Phase II. Further, with the Mayor's commitment, the merchants regained confidence in the Downtown Crossing.

The merchants and the public in general must be patient and not jump to conclusions about the efforts made to redevelop their own city. They can learn from the Chestnut Street Transitway and find solutions to many of their problems here, by examining Philadelphia's project. They should not be reluctant to continue with the project or classify it as a failure because it has not yet achieved the success that Philadelphia has. The Mayor, the

BRA, the MBTA, the merchants and other groups are already involved. Now, they must make it WORK.

Increased communication between the merchants, the BRA, the MBTA and the other groups involved will provide the necessary link towards understanding the problems faced by each group concerned with the Downtown Crossing. Then all concerned will be able to work toward the most efficient and effective procedure for completion of this projcet. Extensive planning will be required to make the project a success. Cooperation among all concerned is essential. This can be achieved by appointing an individual who has no allegiance to any group or agency, but that possesses the necessary power that this task entails.

No longer can one group attempt to design and implement the project without the input from others. The merchants need to be involved in the further planning of the bricking of the streets. They need to be consulted about any construction to be done near their entrances so that they can prepare for it and work with the planners, accordingly. Some construction could be done in the early mornings or evenings, while it is still light out, so as not to interfere with customer traffic or the daily business hours. It is essential for the merchant associations to continue to work together after completion of the project. Solutions to the problems resulting, should be discussed jointly. In the past, groups acting independently from each other have done more harm than good.

Support from the banks needs to be solicited. Many merchants have incurred substantial losses in sales, due to the construction going on on the sidewalks and streets. They need loans to bear

these costs. Otherwise, they will have to relocate or possibly discontinue their operations. This defeats the concept of the revitalization of the downtown area. Renovation of present facilities are an important part of the revitalization process in the area. Verbal and financial support from the banks are necessary for this to ocurr. No longer can the merchants bear the cost alone. The bank's unwillingness to grant loans to the merchants, could be averted by the City's willingness to co-sign for these loans; thus, making loans available to the merchants.

At this time, buses and taxis are traveling through the area with no constraint on their speed. Speed limits must be set for the area and enforced properly. These limits are necessary to ensure the safety of all pedestrians.

As implemented on the Chestnut Street Transitway, center block crossings would also provide better safety for pedestrians on Washington Street. Signs and signals could be placed on the edge of the crossings, not only to warn pedestrians of approaching bus traffic, but also to alert the bus drivers of the pedestrians crossing.

Favorable publicity is vital to the success of the Downtown Crossing. Newspaper anouncements, public service anouncements on the radio and television should be made periodically, to explain the progress of the project. The public needs to be informed properly, to be able to understand what is going on, why and what to expect in the future. This will stimulate excitement, which will also act as a catalyst force to achieve the completion of the project at a faster rate.

Boston can avoid many problems by looking at the problems Philadelphia is facing now, in the project area. Acting upon these problems is just as important. The side streets of Chestnut Street are crowded with street vendors, which cause unnecessary pollution due to the trash they produce. Posters and graffiti have ruined much of the street furniture along the Transitway. The passing of ordinances to control or limit the number of street vendors now, would prevent their infiltration in the downtown area, harming the atmosphere the Downtown Crossing hopes to achieve. These ordinances would protect the wide sidewalks designed for pedestrian traffic. Street vendors just cause overcrowding on the sidewalks. Thus, conflict with pedestrians results.

Rules and regulations need to be established for licensed vendors, peddlers, and musicians who would like to establish trade in the area. The regulations might specify a place, the amount of space, and the time span under which each person must operate. These regulations might also include a tax based on the above stipulations to control these activities. Then, if the person violated these regulations, court action could be taken.

In order to control pollution from posters, designated sign boards could provide for the placement of posters in specified areas. Better police enforcement would be necessary to ensure compliance with the regulations set forth.

Failure to implement rules and regulations now will only create a larger problem in the future. If the merchants act now with the Mayor's support, laws could be passed more rapidly

to avoid delay that could bring about problems.

The city should seriously consider the future needs of the Central Business District in order to provide for the essential needs of the people living there. The provision of these needs would further encourage other people to move into the downtown area. At the present, much of the space above the retail establishment is unoccupied. This is a problem. Once revitalization becomes more visible to the people, they will be more encouraged to live in downtown Boston. Businesses must be encouraged to establish offices in the downtown area. The banks and the city must step in and lend their hand. This would further enhance the vitality of the Downtown Crossing, and remove the "ghost town" image currently projected.

The old Stearn's building is being converted into housing for the elderly. To facilitate the needs of these people, grocery stores, laundromats, and dry cleaners will need to be established and located nearby. Again, these operations would fill in some of the building vacancies present in the downtown area. The city could zone sections of the downtown area to provide for these essential services.

Although the City and the Retail Trade Board have been unsuccessful in securing a third major for the CBD, this could change upon the completion of the Downtown Crossing. With the revitalization of the CBD and its increasing popularity, a major retailer could find a challenging opportunity to enter the CBD. This would strengthen the downtown area. The city could further entice a retailer to establish here if it would provide an at-

tractive tax break plan and low interest loans to the organization interested. With the approaching fuel shortage, a retailer should be more willing to locate in the downtown region considering its proximity to mass transportation.

It is hoped that with the redevelopment of the CBD area, the expansion of Chinatown, and the revitalization of the Theatre District, the adult entertainment district (better known as the Combat Zone) will be forced out of the area. This proves definitely necessary. With the addition of LaFayette Place and the hopes for the establishment of a 1,000,000 square feet office building, the downtown area will become a lively place by night, too.

Substantial promotion of the area will be beneficial only after the completion of the Downtown Crossing. There has to be something to promote. Promotion now will only create confusion in the public's mind because the physical appearance has not changed adequately enough to stimulate any renewed interest in the area. The advertising should be more image oriented in order to change people's perception of the area. In order to ensure continued and unified promotion within the area, a promotion director should be employed by the merchants for this ongoing purpose. Promotion, then, will become a unified effort.

Once the streets have been bricked over, new lighting installed, and the new shuttle bus system implemented, then it becomes time to begin promotion. The city, the MBTA, and the merchants should promote the area as a joint group as well as individually.

The city could sponsor special public announcements about the area on radio and television. They could encourage further support in the newspapers.

The MBTA could educate the public on the new bus routes into the area, besides promoting it through posters in the buses and on the subways. Special pamphlets could be designed for these new routes.

The merchants could publicize the area through their advertisements on television, radio, and in the newspapers. The newspaper advertisements might include the Downtown Crossing logo. They might establish promotions in their downtown stores, only to draw customer traffic into the area.

Finally, an official opening for the Downtown Crossing should be developed. The project is scheduled to be completed by September, 1979. Therefore, the promotion could be planned for a weekend in the fall of 1979.

Retailers should plan on having special sales in their downtown stores, to promote the Downtown Crossing. The MBTA could provide extra buses and trolleys to carry additional people to the area. A special bus fare might be instituted for the weekend to further encourage increased usage of mass transit. For example, one week prior to the opening, discount coupons for the reduced fare could be part of a joint advertisement in the newspapers by the MBTA and the city.

Besides special sales, the area itself should have a carnival atmosphere. Taxis might be excluded for the weekend to better ensure the safety of all pedestrians. Food and activities

would create a lively atmosphere which would stimulate revitalization in the downtown area.

The ideas presented will not work, unless all groups work together to implement them. Any attempts to arrive at solutions to the problems encountered in the Downtown area, become useless, unless there is a strong hand at the top, to coordinate all interest groups involved, towards the accomplishment of their goals.

More difficult barriers to overcome were confronted in Boston. Many gerious mistakes were made. But, Boston has taken upon a more challenging task; the revitalization and redevelopment of its complex city.

Yes, the revitalization of downtown Boston will work through the implementation of the "Downtown Crossing" project. Retailers must have patience. The potential is there. The plan should not end with Phase II. But, new developments should be created constantly to further the strengthening of the core of the city. The people's perception of downtown will change, positively. Downtown Boston will gain back its prestige and sophisticated character it once possessed.

APPENDIX

Exhibit I

Dear Mayor White:

We are a group of business people who are very much interested in the City's plans for the area ~~between~~ bounded by Tremont ~~and~~ Washington Streets ~~between~~ School & Boylston Streets.

We are particularly concerned with Winter Street and believe that a City commitment at this time is as necessary and appropriate to our established space as it was to the development plans for Jordan Marsh and Lafayette Place.

We have discussed our mutual needs and agree that the first step in strengthening the area should be the ~~closing~~ conversion of Winter Street to ~~through traffic~~ pedestrian/delivery street. We are cognizant of the need for delivery hours and public safety and have considered a variety of methods to deal with these problems. ~~We believe that planning and design should be started immediately for the permanent accomplishment~~

~~Since~~ We also have an interest in the economic condition of the entire area as a retail market and other compatible

Exhibit I con't.

this

development such as housing and office space. We would like the City to articulate policies relative to incompatible uses such as fast food franchises so the area can maintain some distinction. At the same time we would like policies to protect present investment and ~~encourage policies~~ encourage appropriate new development.

We would like to meet with you to discuss ways in which we can ~~work~~ cooperate with the City. ~~so that we~~ to expedite the design and implementation of ~~these plans~~ all of these plans and goals.

Exhibit II

miles

48 WINTER ST.
BOSTON, MASS.
02108

[illegible] 4, 1975

Mr. John Sloan
BTA
City Hall
Boston, Massachusetts

Dear Mr. Sloan:

This letter comes from a group of merchants who are concerned about a variety of problems in our immediate area. We are in agreement that in addition to any individual or group efforts we need and want the city government's assistance.

It is our joint opinion that the street [illegible] become primarily a "pedestrian way" with provisions made for deliveries and emergency vehicles and that the roadway be closed to regular passenger vehicles and trucks totally and permanently.

Recognizing that there are schedulin[illegible] to be worked out we would like to [illegible] the following proposal. We would like the street closed to ALL vehicles during the [illegible] periods. These times are primarily [illegible] 8 am; 11:30 am to [illegible]; [illegible]. This closing should be done [illegible] possible and should be well publicized. [illegible] open hours, hopefully, will be [illegible] for deliveries but only actual experimentation [illegible] the opportunity for discussion [illegible] answers.

Assuming that this will be [illegible] it has been in other cities where it [illegible] properly managed, we would like to start [illegible] permanent, well designed [illegible] that Winter Street will become a "Place [illegible] and in which people will want to [illegible] [illegible] road to get [illegible] possible.

The people and companies [illegible] beginning of resident involvement. [illegible] meeting other neighbors and [illegible] very much

Exhibit II con't.

miles

48 WINTER ST.
BOSTON, MASS.
02108

encouraged by the positive attitudes [illegible] for the idea. We, therefore, hope you can [illegible] us in this endeavor. If you have any further questions, please contact Mr. Alvin [illegible] of Miles. (48 Winter Street [illegible]-0751).

We look forward to your reply soon.

Boston Five Cents Savings	Mr. [illegible], [illegible]
[illegible]'s Shoes	[illegible]
Chickenfall O'Nuts	Mrs. [illegible], [illegible]
[illegible]'s Jewelry	[illegible]
[illegible] Shoes	[illegible]
Miles	[illegible], [illegible]
Olston's Temporary Personnel	
Parklane Hosiery	Mr. [illegible], [illegible]
Paul's Salon	[illegible]
Provident Institution for Savings	[illegible]
Roaman's	[illegible]
[illegible] Fly	[illegible]
[illegible]'s	[illegible]
[illegible] Bayes	

Exhibit III

miles

48 WINTER ST.
BOSTON, MASS.
02108

7/7/72

Dear Bill:

The following is a written version of many of the comments I made last spring about making Winter Street a mall. First of all it is a reiteration of my support of the idea. Second it is a brief discussion of the comments I heard and made myself. Finally it indicates what I am prepared to do to enhance the appearance, viability and function of the concept.

Comments

1. Customers - old and young - indicated their approval. Some indicated their hesitation and uncertainty about walking on the roadway since there were no indications - other than some trees at either end of the street - that the area was exclusively for pedestrian use. I believe this can be overcome by time and education as indicated by the success of "Walking Street" in Copenhagen which now is a major tourist attraction

Exhibit III con't.

miles

48 WINTER ST.
BOSTON, MASS.
02108

Comment (cont'd)

There was considerable objection to the pedestrian flow blockage during the concerts at the Washington Street intersection. The idea of an entertainment focus is obviously good, the mechanics of it might benefit from some further study.

2. The complaints about delivery difficulty I believe can be solved with a little - maybe even a fair amount - of imagination and cooperation among the merchants themselves as well as working with the traffic people. Most of the reluctance - I'm convinced - is a reluctance to embark on a path of change.

3. In the period since the experiment I have seen several "bazaar" ideas tried. For example, I suggest the one at the new Woolworths as well as the Harvard Coop. I would like to see it more

Exhibit III cont.

miles

48 WINTER ST.
BOSTON, MASS.
02108

attractively handled but I believe this is a feeling many people like. Since I am so favorably disposed to the mall idea I am prepared to make the following contributions:

1. Design and put in place a removable sidewalk cafe for the sale of coffee, cold drinks, pastry and frozen deserts. Naturally, this includes clean-up.
2. Submission of the results of a study on Winter Street that I am undertaking and that is being done as an urban design project this summer at Stanford University.

If you have any questions or I can be of service in any of the areas discussed in this letter, please call.

Hopefully and respectfully,

Al Schmertzler

Exhibit IV

DOWNTOWN CROSSING
GOVERNMENT CENTER
STATE
WASHINGTON
SOUTH STATION
P

Exhibit V

Boston Redevelopment Authority

Robert F. Walsh, Director

MAR 28 1978

Mr. Richard Page, Administrator
Urban Mass Transportation Administration
U. S. Department of Transportation
Nassif Building
400 Seventh St., S.W.
Washington, D.C. 20590

Dear Mr. Page:

Re: Demonstration Grant Transit and Traffic Improvement Program

The Boston Redevelopment Authority hereby submits an application for a Demonstration Grant of $1,516,955 under the Urban Mass Transportation Act of 1964, as amended. This money will finance a major portion of the proposed Transit and Traffic Improvement Program with an overall cost of $3,326,255. The Demonstration funds will be supplemented with money from the Massachusetts Bay Transportation Authority's Transit Efficiency Capital Grant and the Federal Highway Administration's Urban Systems funds.

Our program is aimed at reducing the long-standing conflict between pedestrian and vehicle in the retail district.

Our demonstration grant goals are to improve transit patronage, revive retail sales and provide pedestrians with better access to area streets.

To achieve these goals it is necessary to reallocate downtown street space to meet the competing needs of pedestrians, public transportation, taxis, delivery vehicles and the automobile.

The planned space allocation will increase pedestrian right-of-way on the most active shopping streets and create an exclusive MBTA bus loop in the center of the retail district.

The reassessment of priorities in this area will result in more rational planning for taxi and delivery vehicle access. Taxi stands and loading zones will be relocated to expedite this process.

The Demonstration Grant Funds are vital to the success of this project. The Grant makes available funds for a bus operating subsidy plus providing money for law enforcement and maintenance without which no feasible program could be devised.

1 City Hall Square
Boston, Massachusetts 02201
(617) 722-4300

Exhibit VI

SF-424 REPLACES HUD-7015(11/75) Application for Federal Assistance

OMB Approval No. 29-R0212

FEDERAL ASSISTANCE

1. TYPE OF ACTION (Mark appropriate box)
- [ ] PREAPPLICATION
- [x] APPLICATION
- [ ] NOTIFICATION OF INTENT (Opt.)
- [ ] REPORT OF FEDERAL ACTION

2. APPLICANT'S APPLICATION
- a. NUMBER: MA - 06 - 0089
- b. DATE: Year month day 19 78 -3-27

Leave Blank

3. STATE APPLICATION IDENTIFIER
- a. NUMBER: 77101623
- b. DATE ASSIGNED: Year month day 19 77 Nov 16

4. LEGAL APPLICANT/RECIPIENT
- a. Applicant Name: Boston Redevelopment Authority
- b. Organization Unit:
- c. Street/P.O. Box: City Hall
- d. City: Boston
- e. County: Suffolk
- f. State: Mass.
- g. ZIP Code: 02201
- h. Contact Person (Name & telephone No.): Bill McGrath 722-4300 Ext. 405

5. FEDERAL EMPLOYER IDENTIFICATION NO.: 04 -600 - 6386

6. PROGRAM (From Federal Catalog)
- a. NUMBER: 20.506
- b. TITLE: Urban Mass Transportation Demonstration Grants

7. TITLE AND DESCRIPTION OF APPLICANT'S PROJECT

Transit and Traffic Improvement Program. A program to create a downtown transit loop; rationalize and improve goods and taxi management, loading zones and cab stands; and to decongest pedestrian flow; and add amenities; all in the retail center of the City.

8. TYPE OF APPLICANT/RECIPIENT
A—State, B—Interstate, C—Substate District, D—County, E—City, F—School District, G—Special Purpose District, H—Community Action Agency, I—Higher Educational Institution, J—Indian Tribe, K—Other (Specify): Redevelopment Authority

Enter appropriate letter: K

9. TYPE OF ASSISTANCE
A—Basic Grant, B—Supplemental Grant, C—Loan, D—Insurance, E—Other

Enter appropriate letter(s): A

10. AREA OF PROJECT IMPACT (Names of cities, counties, States, etc.): Suffolk, Norfolk, and Middlesex

11. ESTIMATED NUMBER OF PERSONS BENEFITING: 3 million

12. TYPE OF APPLICATION
A—New, B—Renewal, C—Revision, D—Continuation, E—Augmentation

Enter appropriate letter: A

13. PROPOSED FUNDING
- a. FEDERAL: $1,316,955 .00
- b. APPLICANT: .00
- c. STATE: .00
- d. LOCAL: .00
- e. OTHER: $1,809,300 .00
- f. TOTAL: $3,226,255 .00

14. CONGRESSIONAL DISTRICTS OF:
- a. APPLICANT: 8 9 11
- b. PROJECT: 9

15. TYPE OF CHANGE (For 13a or 13b)
A—Increase Dollars, B—Decrease Dollars, C—Increase Duration, D—Decrease Duration, E—Cancellation, F—Other (Specify): N / A

Enter appropriate letter(s):

16. PROJECT START DATE: Year month day Apr. 1979

17. PROJECT DURATION: 12 Months

18. ESTIMATED DATE TO BE SUBMITTED TO FEDERAL AGENCY: Year month day 19 78 Mar 27

19. EXISTING FEDERAL IDENTIFICATION NUMBER: MA -06-0089

20. FEDERAL AGENCY TO RECEIVE REQUEST (Name, City, State, ZIP code): UMTA, Washington, D.C. 20590

21. REMARKS ADDED: [x] Yes [ ] No

22. THE APPLICANT CERTIFIES THAT:
a. To the best of my knowledge and belief, data in this preapplication/application are true and correct, the document has been duly authorized by the governing body of the applicant and the applicant will comply with the attached assurances if the assistance is approved.
b. If required by OMB Circular A-95 this application was submitted, pursuant to instructions therein, to appropriate clearinghouses and all responses are attached:

	No response	Response attached
(1) Office of State Planning	[x]	[ ]
(2) Metropolitan Area Planning Council	[x]	[ ]
(3)	[ ]	[ ]

23. CERTIFYING REPRESENTATIVE
- a. TYPED NAME AND TITLE: Robert F. Walsh, Director
- b. SIGNATURE: [signature]
- c. DATE SIGNED: Year month day 19 78 March 28

24. AGENCY NAME

25. APPLICATION RECEIVED: Year month day 19

26. ORGANIZATIONAL UNIT

27. ADMINISTRATIVE OFFICE

28. FEDERAL APPLICATION IDENTIFICATION

29. ADDRESS

30. FEDERAL GRANT IDENTIFICATION

31. ACTION TAKEN
- [ ] a. AWARDED
- [ ] b. REJECTED
- [ ] c. RETURNED FOR AMENDMENT
- [ ] d. DEFERRED
- [ ] e. WITHDRAWN

32. FUNDING
- a. FEDERAL: $ .00
- b. APPLICANT: .00
- c. STATE: .00
- d. LOCAL: .00
- e. OTHER: .00
- f. TOTAL: $ .00

33. ACTION DATE: Year month day 19

34. STARTING DATE: Year month day 19

35. CONTACT FOR ADDITIONAL INFORMATION (Name and telephone number)

36. ENDING DATE: Year month day 19

37. REMARKS ADDED: [ ] Yes [ ] No

38. FEDERAL AGENCY A-95 ACTION
a. In taking above action, any comments received from clearinghouses were considered. If agency response is due under provisions of Part 1, OMB Circular A-95, it has been or is being made.
b. FEDERAL AGENCY A-95 OFFICIAL (Name and telephone no.)

SECTION I—APPLICANT/RECIPIENT DATA

SECTION II—CERTIFICATION

SECTION III—FEDERAL AGENCY ACTION

424-101

STANDARD FORM 424 PAGE 1 (10-75)
Prescribed by GSA, Federal Management Circular 74-7

EXHIBIT VII

DEMONSTRATION GRANT BUDGET SUMMARY

Traffic Geometrics	10,000
Non-traffic Related Information Systems	40,000
Contingencies	200,760
MBTA Operating Subsidy	709,792
Enforcement	134,403
Maintenance	30,000
Promotion	75,000
Evaluation	200,000
Project Management	117,000
TOTAL.....	$1,516,955

EXHIBIT VIII

UMTA SECTION 3: Design & construction of bus loops

Franklin St.	$ 68,000
Bus Rte Signals	239,000
Bus Rte Geometrics	152,000
Bus Rte Amenities	90,000
Bus Rte Engineering	174,000
Contingencies	72,300
	$795,300

FEDERAL URBAN SYSTEMS: Construction of pedestrian area & non-transit related signals & signs

Winter St	$189,000
Summer St	150,000
Old State House Park	165,000
School St Extention	56,000
Washington St	95,000
Traffic Related Info	359,000
	$1,014,000

UMTA SECTION 6: Capital & Non-capital Funds

Capital

Traffic Geometrics	$10,000
Non-traffic info	40,000
Contingencies	200,760
	$250,760

Non-capital

MBTA operation subsidy	$ 709,792
Enforcement	134,403
Maintenance	30,000
Promotion	75,000
Evaluation	200,000
Project Mgt.	117,000
	$1,266,195

SUMMARY OF THREE MAJOR WAYS OF FUNDING:

UMTA SECTION 3	795,300
FED URBAN SYSTEMS	1,014,000
UMTA SECTION 6 Cap	250,760
UMTA SECTION 6 Non-Cap	1,266,195
Project Total	$3,326,255

Exhibit IX

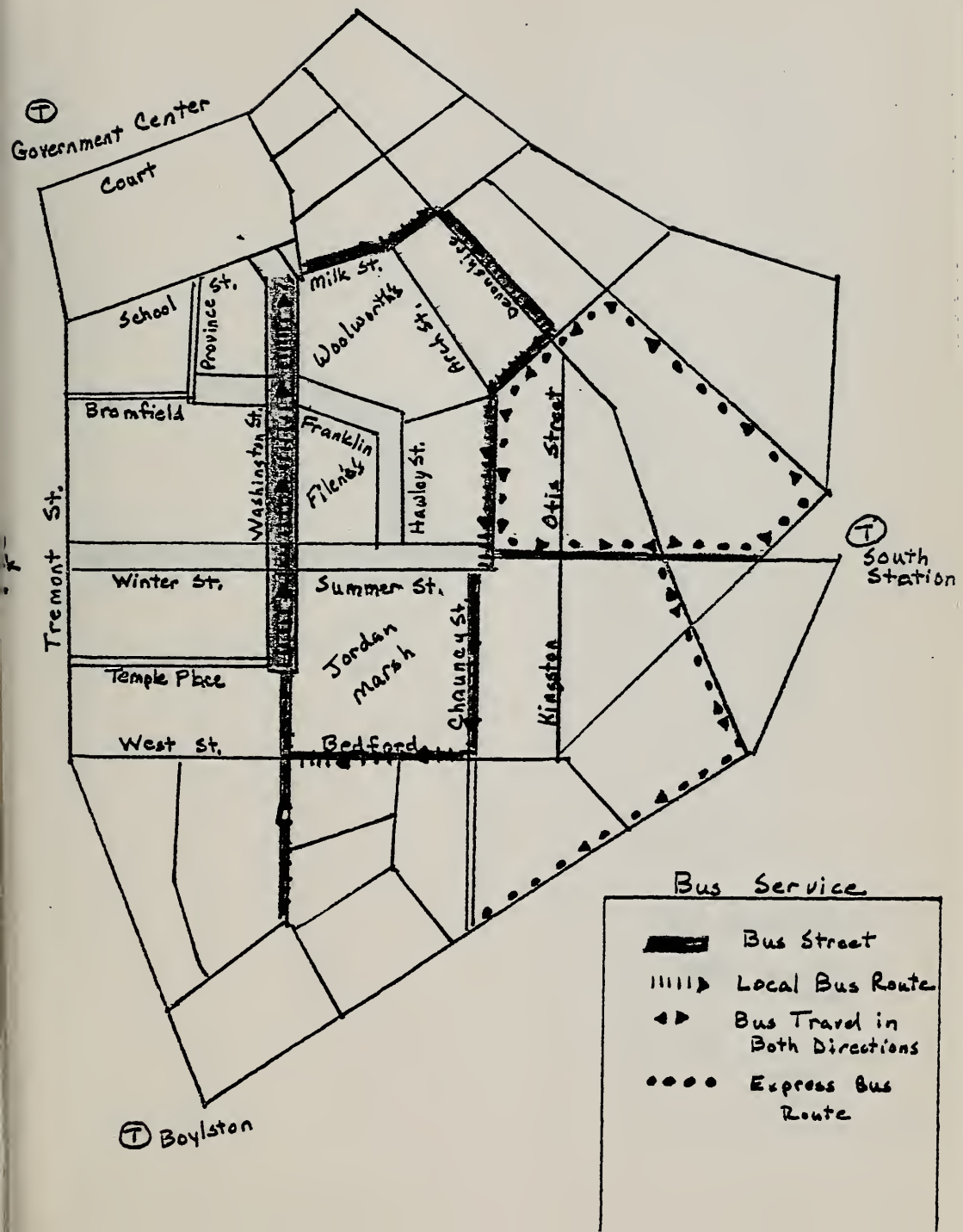

Government Center
Court
School
Province St.
Milk St.
Woolworth's
Arch St.
Devonshire
Bromfield
Washington St.
Franklin
Filene's
Hawley St.
Otis Street
Tremont St.
Winter St.
Summer St.
South Station
Jordan Marsh
Chauncey St.
Kingston
Temple Place
West St.
Bedford
Boylston
Bus Service
Bus Street
Local Bus Route
Bus Travel in Both Directions
Express Bus Route

Exhibit X

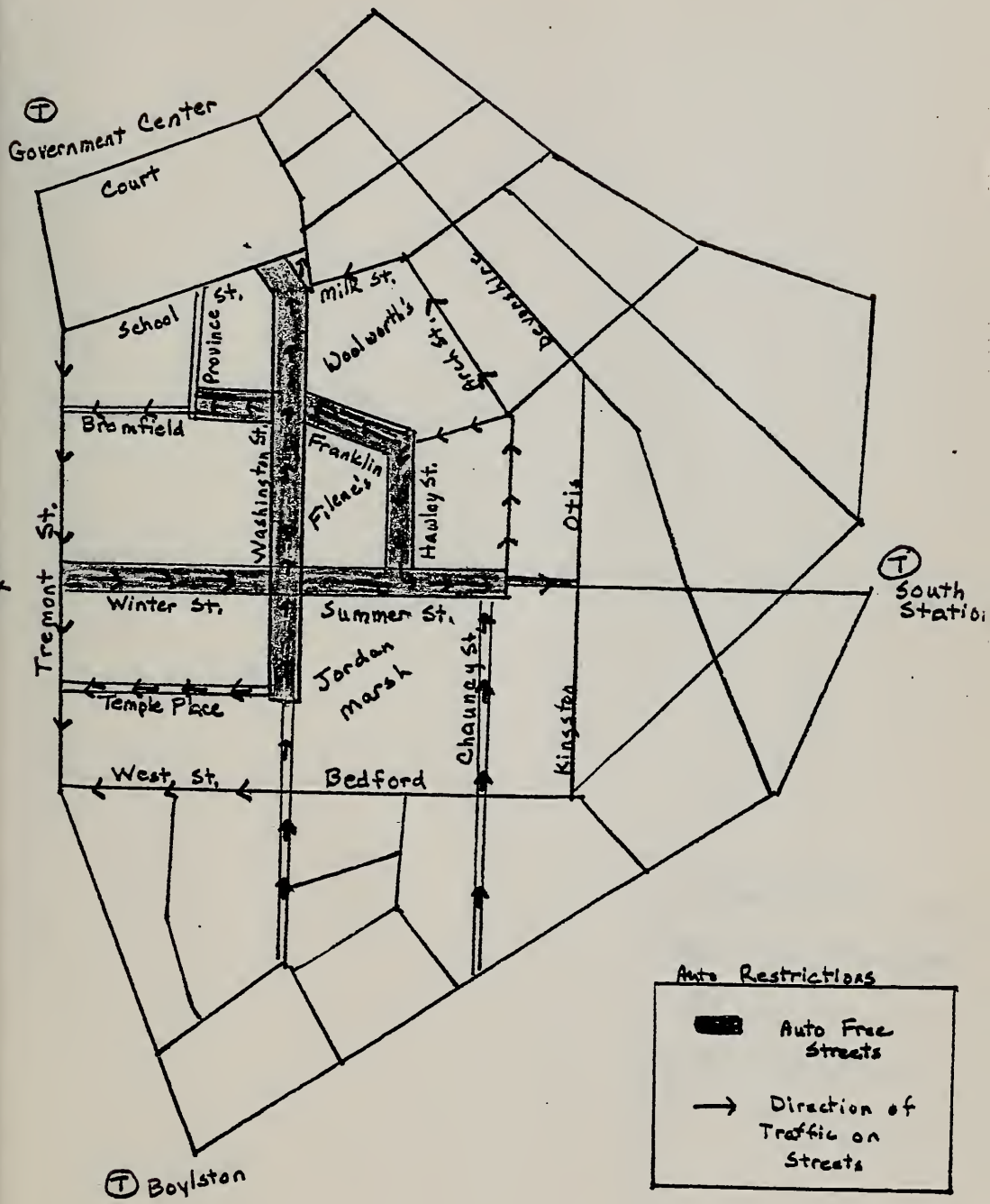

Government Center
Court
School
Province St.
Milk St.
Woolworth's
Arch St.
Devonshire
Bromfield
Washington St.
Franklin
Filene's
Hawley St.
Otis
Tremont St.
Winter St.
Summer St.
South Station
Jordan Marsh
Temple Place
Chauncy St.
Kingston
West St.
Bedford
Boylston
Auto Restrictions
Auto Free Streets
Direction of Traffic on Streets

Exhibit XI

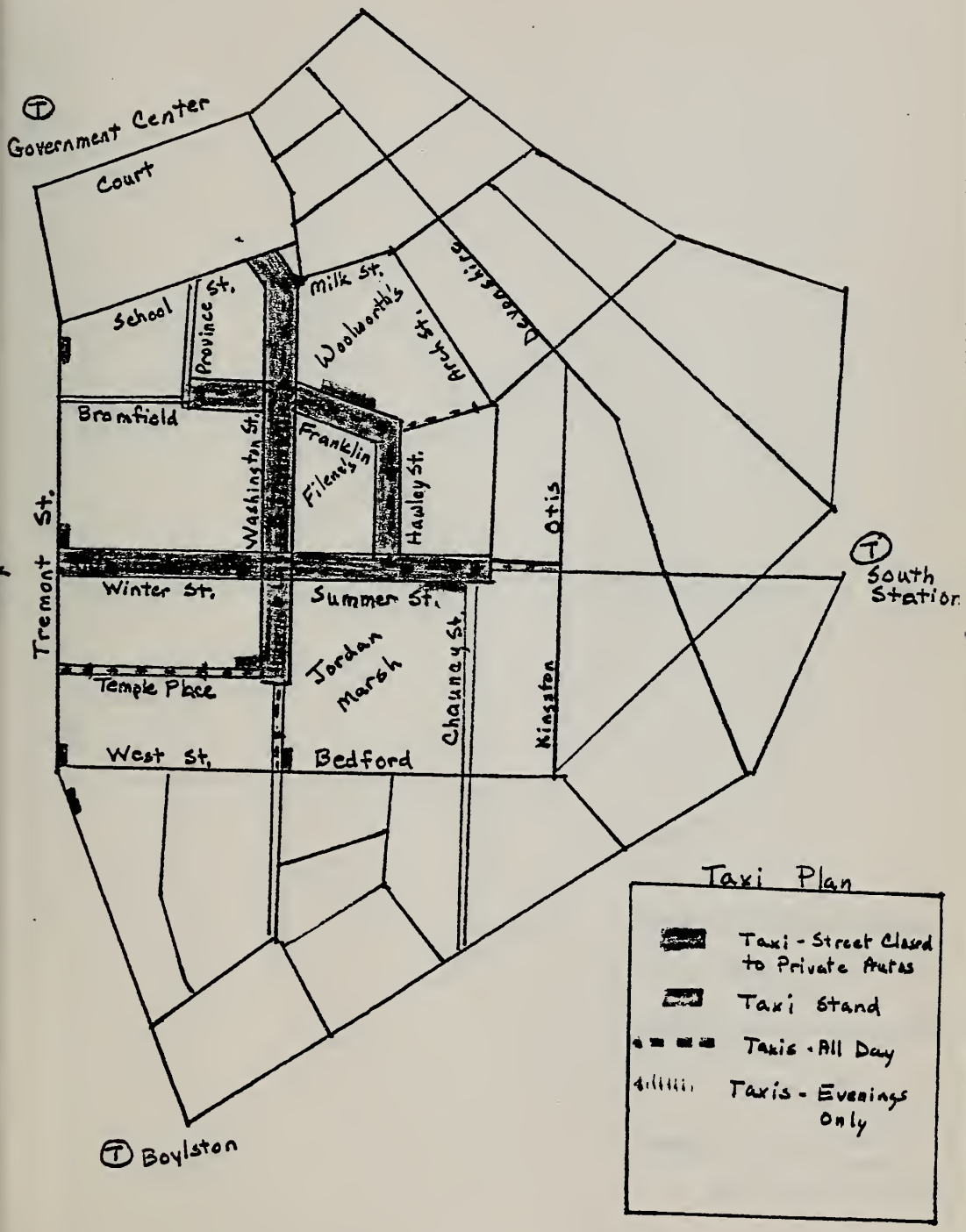

Government Center
Court
School
Province St.
Milk St.
Woolworth's
Arch St.
Devonshire
Bromfield
Washington St.
Franklin
Filene's
Hawley St.
Otis
Tremont St.
Winter St.
Summer St.
South Station
Jordan Marsh
Chauncy St.
Kingston
Temple Place
West St.
Bedford
Boylston
Taxi Plan
Taxi - Street Closed to Private Autos
Taxi Stand
Taxis - All Day
Taxis - Evenings Only

Exhibit XII

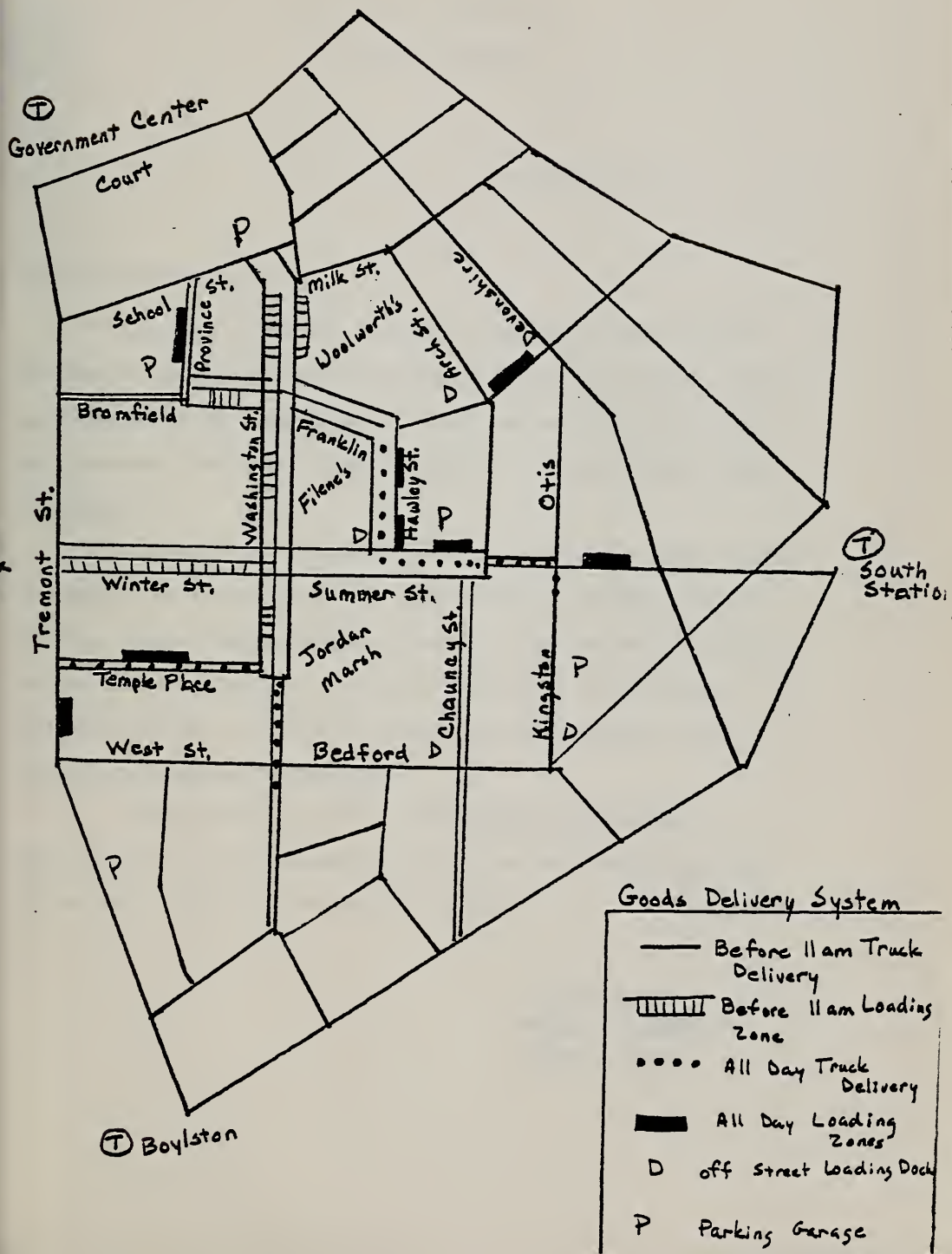

Government Center
Court
P
School
Province St.
P
Milk St.
Woolworth's
Park St.
Devonshire
D
Bromfield
Washington St.
Franklin
Filene's
Hawley St.
D
P
Otis
Tremont St.
Winter St.
Summer St.
South Station
Jordan Marsh
Temple Place
Chauncy St.
Kingston
P
D
West St.
Bedford
D
P
Boylston
Goods Delivery System
Before 11 am Truck Delivery
Before 11 am Loading Zone
All Day Truck Delivery
All Day Loading Zones
D off Street Loading Dock
P Parking Garage

Exhibit XIII

CITY OF BOSTON
OFFICE OF THE MAYOR
CITY HALL, BOSTON

VIN H. WHITE
MAYOR

March 29, 1979

Dear Downtown Merchant:

Less than a year ago, the first steps were taken to create the Downtown Crossing. Using funds from a Federal Demonstration Grant, and enhanced by the close dialogue between the merchants and the city, the experiment developed. Today I'm pleased to announce some major improvements.

As a result of an evaluation of the Phase I features, certain changes will be made in Phase II. They include: a rerouting of the buses to avoid a Washington Street route, the institution of a shuttle bus service, new lighting throughout the district, the bricking of Washington Street in addition to Winter and Summer Streets, and an intensified police enforcement plan.

I hope that you will find today's meeting informative. Many thanks for your continued cooperation and assistance in ensuring the economic vitality of the Downtown Crossing.

Sincerely,

Kevin H. White

KEVIN H. WHITE

Exhibit XIV

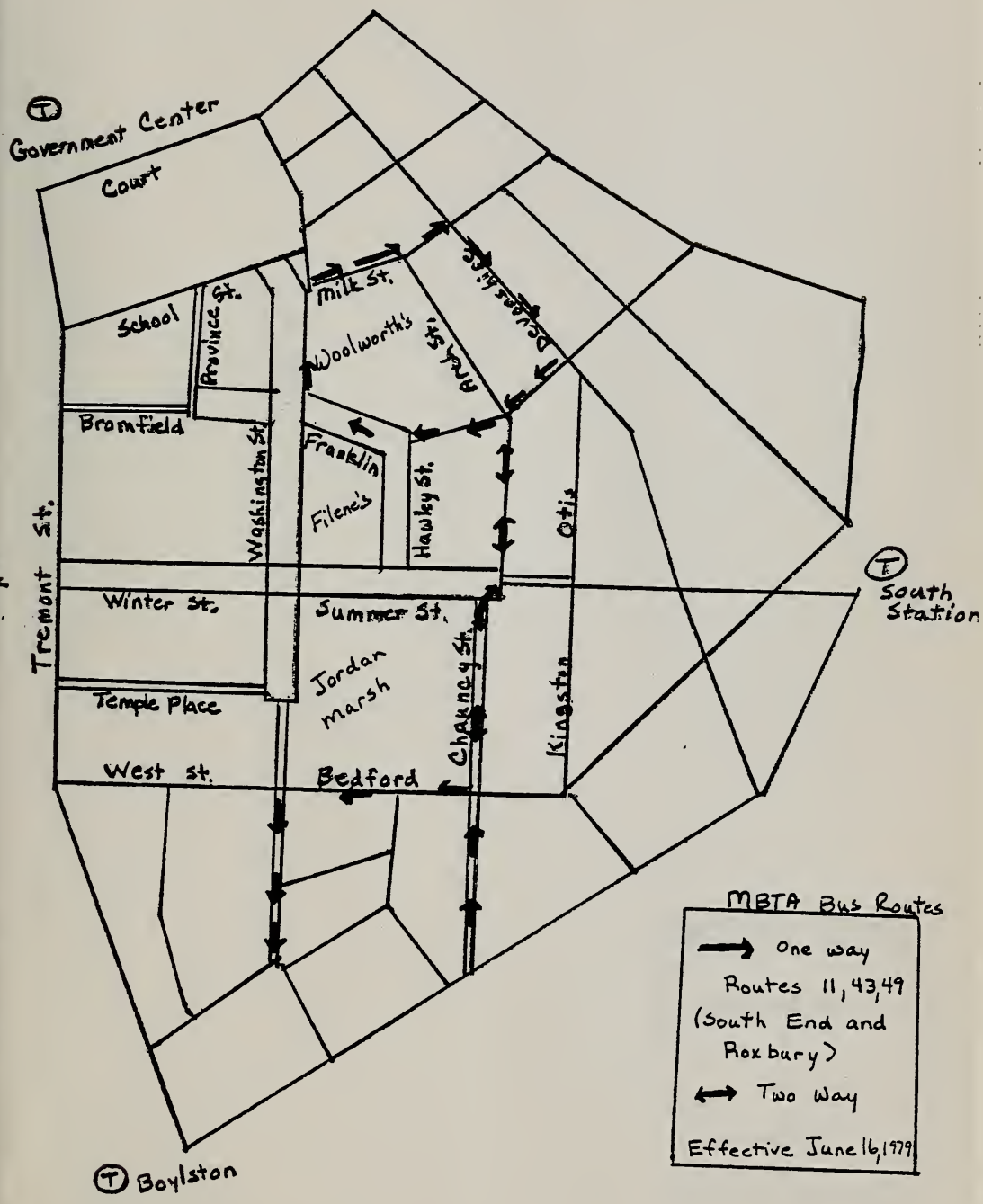
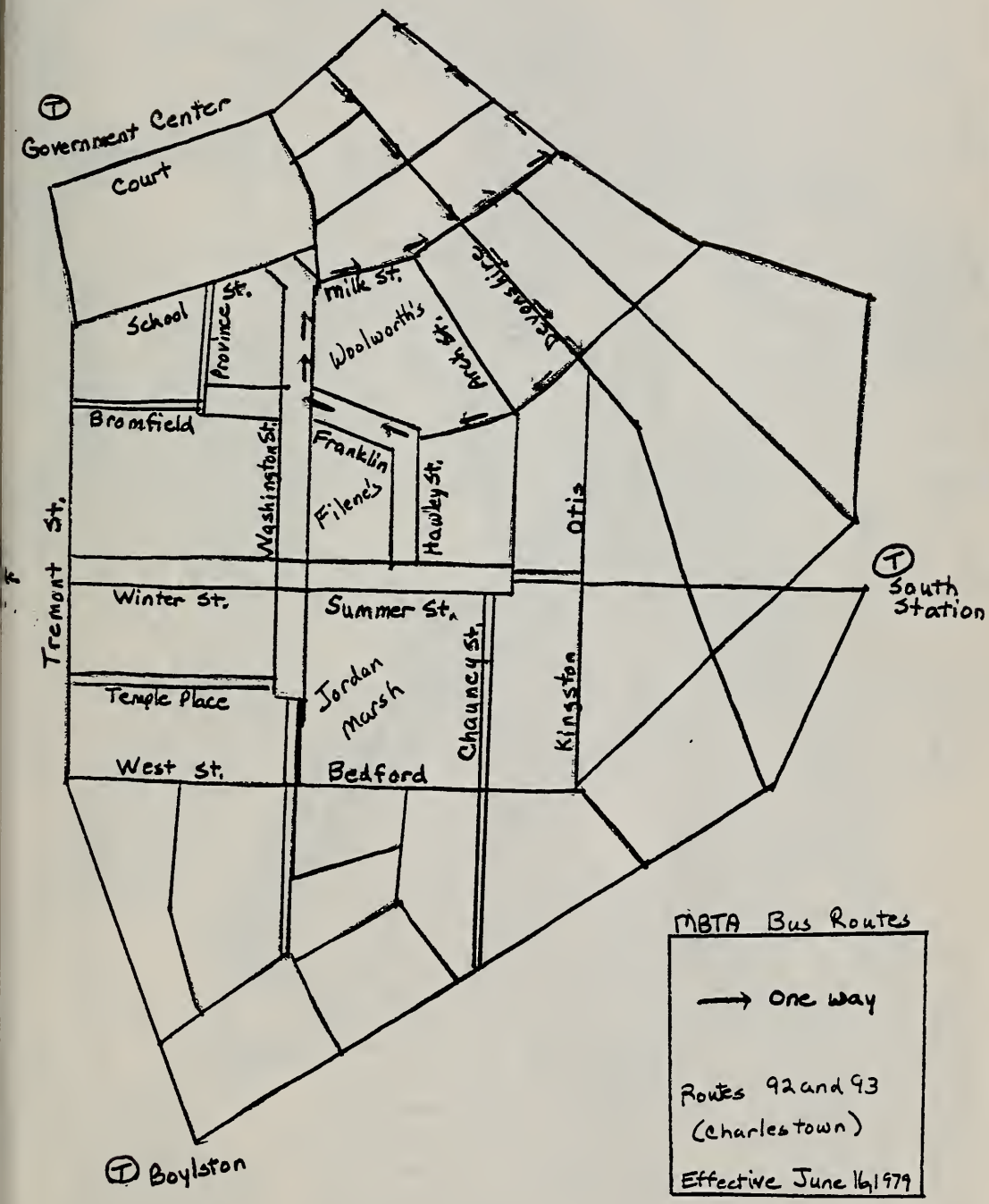

Government Center
Court
School
Province St.
Milk St.
Woolworth's
Arch St.
Devonshire St.
Bromfield
Washington St.
Franklin
Filene's
Hawley St.
Otis
Tremont St.
Winter St.
Summer St.
South Station
Jordan marsh
Chauncy St.
Kingston
Temple Place
West St.
Bedford
Boylston
MBTA Bus Routes
One way
Routes 11, 43, 49
(South End and Roxbury)
Two way
Effective June 16, 1979

Exhibit XV


Government Center
Court
School
Province St.
Milk St.
Woolworth's
Park St.
Devonshire
Bromfield
Washington St.
Franklin
Filene's
Hawley St.
Otis
Tremont St.
Winter St.
Summer St.
South Station
Temple Place
Jordan Marsh
Chauncy St.
Kingston
West St.
Bedford
Boylston
MBTA Bus Routes
One way
Routes 92 and 93
(Charlestown)
Effective June 16, 1979

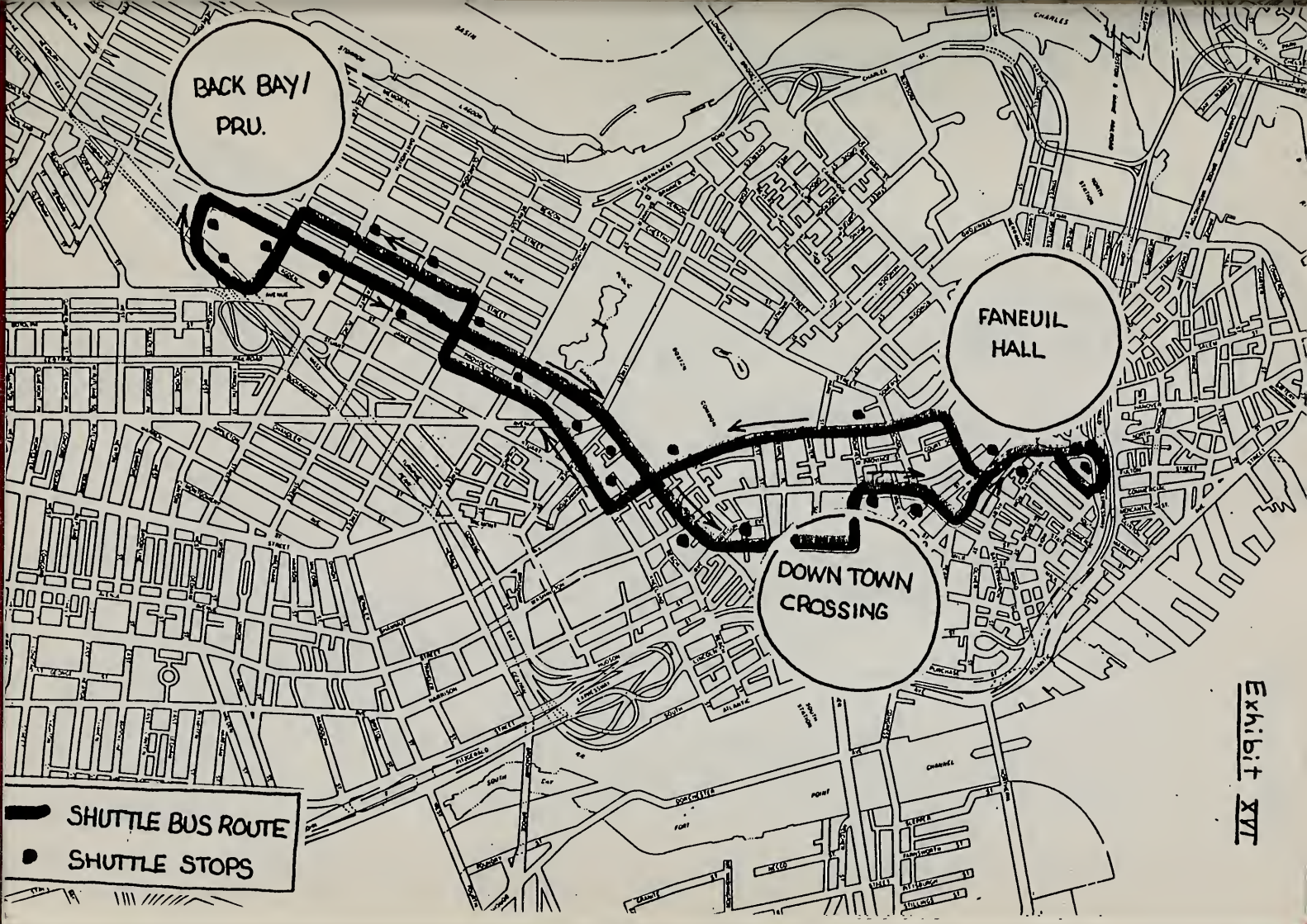

BACK BAY/
PRU.
FANEUIL
HALL
DOWN TOWN
CROSSING
SHUTTLE BUS ROUTE
SHUTTLE STOPS

Exhibit XVI

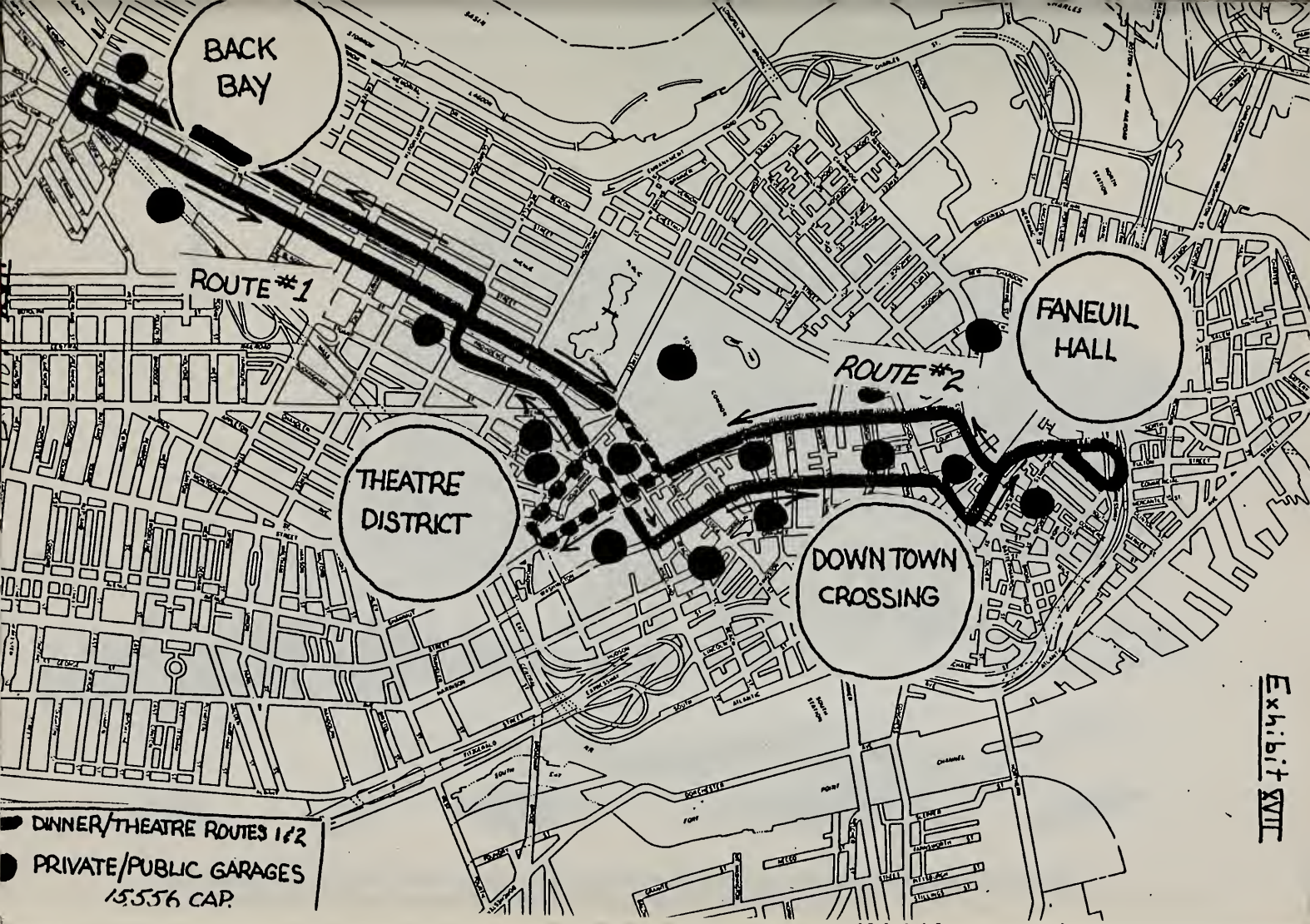
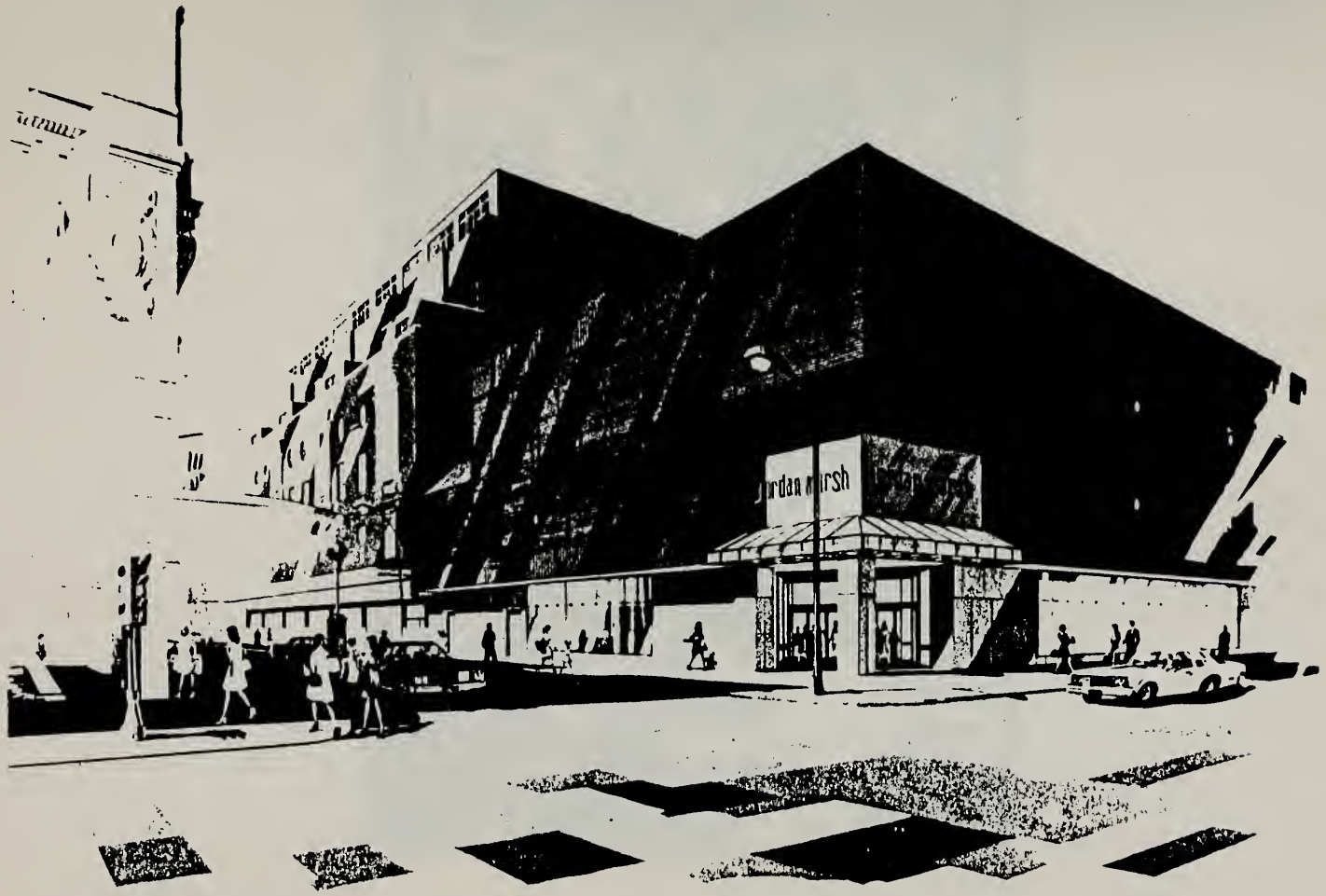


Exhibit XVII

Exhibit XVIII



The upper floors of Boston's new Jordan Marsh are faced in brick and overhang the sidewalk to create a pedestrian arcade. At street level, panels of gray marble form the facade.

Exhibit XIX

The "Chestnut St. Transitway"

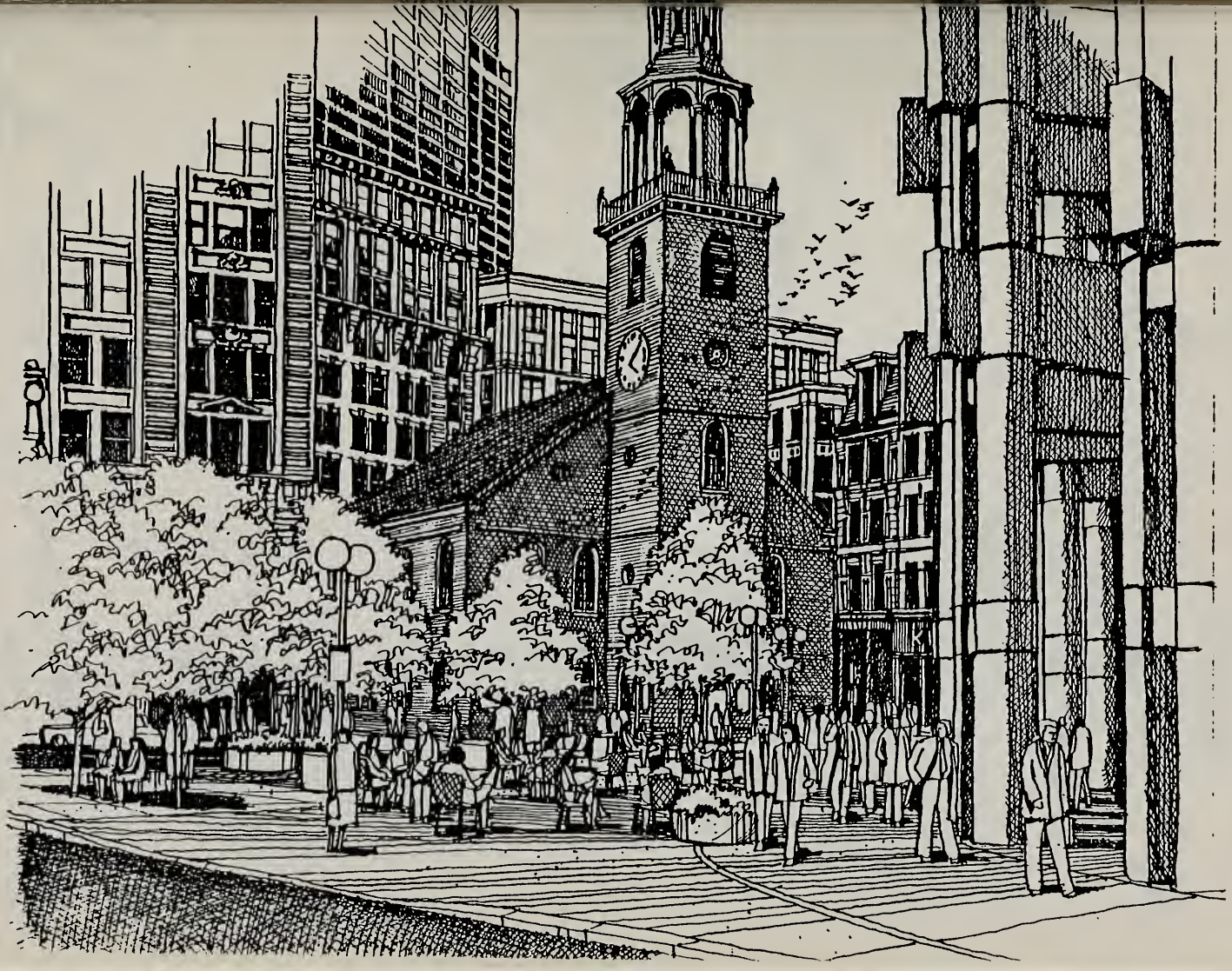
Map of Center City Philadelphia

Exhibit XX

Enclosed for the reader's clarification are several pictures of the projected image of the "Downtown Crossing."

WINTER STREET
SHOES

HARSH
Aline



RPHEUM
CLOTHING

SUFFOLK
FRANKLIN
SAVINGS BANK

FOOTNOTES

[1]Robert Gladstone and Associates. "Analysis of Economic and Physical Obsolescence in the Central Business District Area." (Washington, D.C., 1964), p. 5.

[2]Susan Whitney, "Mall Report," ed. Byron Gilchrist, 1974, p.2.

[3]"Analysis of Economic and Physical Obsolescence," p.2.

[4]Cambridge Systematics, Boston Auto Restricted Zone Demonstration. Submitted to the U.S. Department of Transportation, 1978, p. 1-30.

[5]Interview with Mr. Ralph Memolo, Office of Public Information, BRA, February 13, 1979.

[6]Boston Auto Restricted Zone Demonstration, pp. 1-11, 1-12.

[7]Robert T. Kenny, Director of BRA,"Background to Planning for Boston's Downtown," November, 1973, p. 4.

[8]Thomas O'Brien, Director of Office of Planning and Management Commonwealth of Massachusetts, Our Cities in the Seventies and the Forrester Model, The Case of Boston Where It All Began, BRA Research Department, November 1973, p.4.

[9]Boston Auto Restricted Zone Demonstration, p. 2-5.

[10]Ibid., p. 2-13.

[11]Ibid., p. 2-54.

[12]Interview with Mr. Ralph Memolo.

[13]Interview with Mr. Alvin Schmertzler, President of the Winter Street Merchants Association, April 6, 1979.

[14]Boston Auto Restricted Zone Demonstration, p.2-56.

[15]Ibid., p. 1-3.

[16]Ibid., p. 1-8.

[17]Interview with Mr. Alvin Schmertzler.

[18]Boston Auto Restricted Zone Demonstration, p. 2-57.

[19] Ibid., pp. 2-58, 2-59.

[20] Interview with Ms. Sue Clippenger, Assistant to the Transportation Advisor, March 30, 1979.

[21] Boston Auto Restricted Zone Demonstration, p. 2-61.

[22] Ibid., p. 2-63.

[23] Interviews with Mr. William Phipps, Executive Secretary of the Retail Trade Board, February 16, 1979.

[24] Boston Auto Restricted Zone Demonstration, p. 2-64.

[25] Ibid., p. 2-65.

[26] Ibid., p. 2-66, 2-67.

[27] BRA, Application for an Urban Mass Transportation Administration Grant for a Transit and Traffic Improvement, March, 1978, pp. 2, 5.

[28] Ibid., p. 7.

[29] Interview with Mr. William McGrath, Project Coordinator of the "Downtown Crossing," February 13, 1979.

[30] Transit and Traffic Improvement, p. 49.

[31] Ibid., pp. 50-51.

[32] Ibid., pp. 46-49.

[33] Boston Auto Restricted Zone Demonstration, p. 3-21.

[34] Ibid., p. 2-67.

[35] Ibid., p. 2-68.

[36] Ibid., p. 2-70.

[37] Interview with Mr. William Phipps.

[38] Interview with Ms. Sue Clippenger.

[39] The Philadelphia City Planning Commission, The Plan For Center City Philadelphia (Baltimore: A. Hoen & Co., 1963), p. 36.

[40] Rohm and Haas Company, Press Release, Philadelphia, pp. 2-3.

[41] Ibid., p.3.

[42]Interview with Mr. Kent Roberts, President of the Chestnut St. Association, Philadelphia, April 12, 1979.

[43]Ibid.

[44]Robert Ganearz and Philippos J. Loukissas, Public Attitudes Towards Auto Restricted Streets in Philadelphia and Trenton,, Pennsylvania.

[45]Interview with Mr. Ian Crabb, Divisional Vice President of John Wanamaker, Philadelphia, April 12, 1979.

[46]Rohm and Haas Co., Press Release, p. 1.

[47]Interview with Mr. Michael Griffin, Project Engineer, Department of City Properties, Philadelphia, April 12, 1979.

[48]Ibid.

[49]Rohm and Haas Company, Press Release, pp. 6-7.

[50]Ibid., p. 6.

[51]Interview with Mr. Ian Crabb.

[52]Interview with Mr. Michael Griffin.

[53]"Chestnut Street Transitway," Council of the City of Philadelphia, Committee on Finance, April 9. 1975.

[54]Public Attitudes Towards Auto Restricted Streets.

[55]Interview with Mr. Michael Griffin.

[56]Rohm and Haas Company, Press Release, p. 6.

[57]Editorial, Daily News, Philadelphia, September 11, 1975.

[58]"Born Amid Noise," Philadelphia Inquirer, July 28, 1975.

[59]Ueland and Junker, Architects and Planners, A History of the Design and Construction of the Chestnut Street Transitway, July, 1976.

[60]Interview with Mr. Ian Crabb.

[61]Ibid.,

[62]Interview with Mr. Michael Griffin.

[63]Interview with Mr. Ian Crabb.

[64]Interview with Mr. Kent Roberts.

[65]Interview with Mr. Lawrence Ceasare, Jr., Assistant to the Managing Director of Philadelphia, April 12, 1979.

[66]*Ibid.*

[67]Interview with Mr. Michael Griffin.

BIBLIOGRAPHY

Boston Sources

Personal Interviews:

Chouinard, William, Executive Vice President Greater Boston Chamber of Commerce, 21, February, 1979.

Clippenger, Sue, Assistant to the Transportation Advisor, 30 March, 1979.

Gothing, Don, Floor Manager of Woolworth's, 30 March, 1979.

Hanley, Deborah, Head of Public Relations, BRA, 6 March, 1979.

Mancini, Rocco, Construction Engineer, MBTA, 10 April, 1979.

McGrath, William, Project Coordinator of the Downtown Crossing, 13 February, 1979.

Memolo, Ralph, Officer of Public Information, BRA, 13 February, 1979.

Phipps, William, Executive Secretary of the Retail Trade Board, 16 February, 1979.

Schmertzler, Alvin, President of the Winter Street Merchants Association, 6 April 1979.

Simon, Franklin, President of Filene's, 13 April, 1979.

Slayton, Lee, Vice President of Sales, Advertising and Promotions, Jordan Marsh, 17 April, 1979.

Articles and Other Published Material:

BRA, Application for an Urban Mass Transportation Administration Grant for a Transit and Traffic Improvement, March 1978.

Cambridge Systematics, Boston Auto Restricted Zone Demonstration, submitted to U.S. Department of Transportation, 1978.

Ganz, Alexander and O'Brien, Thomas, Our Cities in the Seventies and the Forrester Model, the Case of Boston Where It All Began, BRA Research Department, November, 1973.

Gladstone, Robert and Associates, "Analysis of Econimic and Physical Obsolescence in the Central Business District Area," Washington, D.C. 1964.

Kenny, Robert T., Background to Planning for Boston's Downtown, BRA Research Department, November 1973.

Whitney, Susan, "Mall Report," Edited by Byron Gilchrist, 1974.

Philadelphia Sources

Personal Interviews:

Cesare, Lawrence, Jr., Assistant to the Managing Director, City of Philadelphia, 12 April, 1979.

Crabb, Ian H., Divisional Vice President of John Waramaker, 12 April, 1979.

Griffin, Michael, Project Engineer, Department of City Properties, 12 April, 1979.

Roberts, Kent, President of Chestnut Street Association, 12 April, 1979.

Articles and Other Published Material:

"Born Amid Noise," Philadelphia Inquirer, 28 July, 1975.

"Chestnut Street Transtiway," Council of the City of Philadelphia, Committee on Finance, 9 April, 1975.

Editorial, Daily News, Philadelphia, 11 September, 1975.

Gancarz, Robert and Loukissas, Philippos J., Public Attitudes Towards Auto Restricted Streets in Philadelphia and Trenton, Pennsylvania.

Philadelphia City Planning Commission, The Plan for Center City, Philadelphia, 1963.

Press Release, Rohm and Haas Company, Philadelphia, Pennsylvannia.

Ueland and Junker, Architects and Planners, A History of the Design and Construction of the Chestnut Street Transitway, July 1976.